

MAR 4 1926

Sales Management

For The Man in Charge of Sales and Advertising



If I Were a Sales Manager Again

By Alvan Macauley
President, Packard Motor Car Company

The Men on the Cover:

(Left) A. C. Gilbert, President, A. C. Gilbert Co.
(Right) Charles W. Hoyt, President, Charles W. Hoyt Co.

A Dartnell Publication

MARCH 20, 1926

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The Evening American Reaches More Homes in Chicago and Suburbs Than Does Any Other Daily Newspaper



Daily average net-paid circulation for February, 1926

516,771

*a lead of more than 110,000 over the second evening
paper altho the Evening American sells
at a 50% higher price*

Sales Management

A Dartnell  Publication

Volume Ten

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Number Six

Why Clay Hamlin Sold \$11,000,000 of Insurance in 1925 *When He Could Not Make a Living in 1914* By Warner Bates

TEN years ago Clay Hamlin of Buffalo was an admitted failure at the business, unable to produce even \$100,000 worth of life insurance sales a year, and not earning enough in commissions to support his family decently. Last year he sold more than \$11,000,000 worth of life insurance.

Naturally this means he must sell insurance to men of large means — millionaires, generally speaking. But Hamlin says that the only type of prospect he can sell to successfully is the constructive man, the man who is achieving big things in the world. Therefore we know that his work is done with keen business men, with men who are not only shrewd and self-reliant, but who hold pronounced views on most subjects relating to their own lives and business affairs.

Hard work and concentration, courage and determination undoubtedly have played their part in bringing him out of the rut and establishing him on the mountain peak. But the net result of all his effort and study has been the tremendous improvement in the finesse which makes his selling today an art rather than just a job. Here is the story of how Clay Hamlin perfected his art.

First, he discovered one fundamental fault in his working plan was that he had been trying to sell life insurance to men who were insolvent and consequently not able to buy it in the quantity that would produce anywhere near the volume it was Hamlin's ambition to produce, no matter how many buyers he saw or how hard he worked.

He discovered statistics showed that 90 per cent of all people are failures at 65 years of age, while the majority of these are really failures long before reaching that age.

That meant he had to confine his efforts to the other 10 per cent—a cold, hard, economic fact, but one that has helped Clay Hamlin to win success.

When Hamlin began working with successful men, he discovered he had to change his style of presenting insurance. With men of this type lengthy arguments based on statistics and figures proved an obstacle to the sale—he found these men bought more often on ideas rather than on figures. If the idea proved fundamentally correct and pointed the way to the right thing to do, the cost of the insurance didn't matter.

Clay Hamlin stopped carrying a rate book two or three years ago.

Today, when a client, having been committed to one of his plans, asks what the insurance will cost, Hamlin says something like this:

"I don't know what the cost will be. I can easily look it up. I do not keep myself so thoroughly informed on rates as some because I don't think it is of so much importance. The question to be determined is whether or not you have a need. If you have four or five automobiles at the present time you probably wouldn't maintain another one if it were given you. On the other hand, if you did need another machine, your decision to buy one wouldn't depend at all upon its cost."

This method, of course, would not apply to all products that sales managers in general have to deal with, but the sales manager who has quality to sell will find something in the preceding paragraph worthy of his consideration. Likewise, it is a good example of Mr. Hamlin's technique.

Clay Hamlin, being but 38 years old and much younger than most of his clients, and also having chosen to work only with men of large affairs and considerable importance, decided it would not do for him to bring to them only his own ideas. So he carefully devised a method of presenting the

arguments he brings to bear in the words of other men, of men whose judgment his clients will be bound to respect.

It will be seen that an additional virtue of this plan is that if the client disagrees with the point presented he is not necessarily conflicting with Mr. Hamlin's views—he is simply disagreeing with someone else's thought which Hamlin has presented but has not sponsored.

When he began to work with the class of men mentioned, Hamlin found he rarely could conduct a satisfactory interview at the client's office during business hours. So he determined to secure most of his interviews at a time and place where he could get his client in a relaxed state of mind.

As a result of this, it developed last year that close to 90 per cent of all Mr. Hamlin's interviews took place after five o'clock in the afternoon or on Saturday afternoons.

A few months ago he had an appointment with an important client in a distant city. The appointment was for the first part of the week and Mr. Hamlin was in the city in question on Monday morning. A telephone call indicated he could not see his man that day and he was told to call Tuesday.

Tuesday it was impossible for his man to see him, so the week slipped away. Friday morning Mr. Hamlin's prospect made a definite appointment for the late afternoon at his office. He said he was leaving for Florida that evening and having been responsible for Mr. Hamlin's coming such a distance and waiting all week, he felt it obligatory to give him this time just before he went away, even though it had been well nigh impossible to

crowd the interview into an already overfilled program.

At four o'clock Mr. Hamlin met his prospect in his office, shook hands with him and wished him a pleasant trip and a restful vacation. Then he chatted casually a few moments and rose to go.

"How about this insurance plan?" the business man asked.

"I have no plan for you today and could not possibly make a plan that would prove of value to you without securing your ideas of life and business, your present situation and your future needs," Hamlin said. "Right now your mind is not in condition to consider such

important matters—therefore, let us not discuss it now. When you return, if you care to, we will take the subject up under proper conditions and give it the careful consideration it should have."

After the vacation in Florida, the prospect gave Hamlin an interview at his home in the evening and this resulted in a \$2,000,000 case.

Hamlin uses a two-interview system. His first interview, as indicated, is for the purpose of getting himself appointed insurance advisor of the client and then getting the client to talk freely of his financial affairs and his hopes and plans. He makes no effort to sell anything during this interview but does manage to plant one or two important ideas that he wants his client to be thinking about before the time of the second interview.

After a week or two during which Hamlin analyzes and studies with the greatest concentration all the information and facts obtained, he goes back. By this time he has a definite plan for helping his man, provided such a plan is needed.

Here is an example of a case Mr. Hamlin told me about which will illustrate the technique of his closing interview.

"I recently talked with a man who had a million dollars invested in his business and who told me this business earned \$300,000 last year.

"You could borrow the \$1,000,000 you have invested in this business from your bank at 6 per cent, couldn't you?" I asked him.

"Without any trouble," he replied.

"How much would that cost you?"

"Why, \$60,000, of course," he replied smiling at the simplicity of the question.

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CLAY HAMLIN is connected with the Buffalo office of the Mutual Benefit Insurance Company. Like most other insurance salesmen who write very large policies on individual lives, a large part of his underwriting has to be placed with other companies, because of the limits of insurance which any single company will accept from an individual. Therefore he also operates independently, under the name Clay W. Hamlin Company, maintaining his own office and secretarial staff. It should be said, however, that Mr. Hamlin employs others only for his secretarial and clerical work, thus clearing himself of detail and office routine. No one assists him in any other way in the selling of insurance—he has no salaried or commission agents working for him.

My Most Interesting Sale

How a Green Salesman Engineered the Sale of a Carload of Shoes to a Merchant Who "Wasn't Interested"

By Charles P. Pulliam

Sales Manager, Rollins Hosiery Mills, Des Moines, Iowa

IN 1900 several members of one of the oldest and best known shoe companies in St. Louis withdrew and organized a competitive company. As is always the case when a group of men withdraw from one company to form a new one, plans were laid to walk away with a lot of the older company's trade.

In this case the new company, with malice aforethought, brought out a line of shoes which was as nearly like the older company's line as possible. In fact, it was almost an exact duplication—even to the brand names. Three leaders in the old line had been called "Watchus," "Washington," and "Mustard." The new company offered three leaders called, "Tryus," "Jefferson" and "Red Pepper."

The new organization—The La-Prelle-Williams Shoe Company—engaged me for the Colorado territory. I was assured of a big job in the future, an interest in the company, and other considerations if I could corral the best accounts of the older company. It was made plain to me that my success would be judged by the amount of business I could switch away from our older rival. Competition was bitter and severe; there was little thought of creating new accounts. The new company was out for the scalp of the parent company.

Approaching Mr. Egan

Among the "halo" accounts which I had to land was that of Michael Egan, who owned two shoe stores—the leading stores of Denver. Mr. Egan is still in business today. At that time his account was one of the best in Denver and was highly prized by the older company. My success, it was impressed on me, pivoted on landing Michael Egan's business. I

set my heart on landing this account; I was a rather verdant young salesman, possessed of more determination than experience, more nerve than knowledge. Of the shoe business I knew practically nothing, never having sold a shoe.

When I arrived in Denver I had my line sent up to the Brown Palace Hotel and lost no time in unpacking, cleaning and displaying the shoes. Then I went over to see Mr. Egan. He talked with a slight, but delightful brogue. It was apparent that he was of the "ould sod" and proud of it. He was a middle-aged, good-looking man of medium stature, sparing with words, cordial, friendly, but dignified.

He Wasn't Interested

I introduced myself and explained that I had come to Denver with the express purpose of showing him my line and landing his business. I made it plain I intended to sell him in preference to any other account in Denver.

"Well, I'm not feeling right today, I'm just on my way home now, and I couldn't look at your line. I've been buying from the other St. Louis company for many years. I have advertised their line, and I have an engagement to buy my spring bill from them as soon as I am able to go to the sample room. I'm glad to have made your acquaintance, but I'm not interested in your shoes. I'll stick with the old concern—good day, sir." With that he walked out and left me dazed.

Back at the hotel I didn't know what move to make next. I was thinking of the instructions to land Michael Egan. I determined to wait until next day before calling on any other dealers, and to make another try at Mr. Egan.

The next day I was back in his store.

"Good morning, Mr. Egan."

"Good morning, Mr. Pulliam. I see you are still in town."

"Yes, and I hope you are feeling better today," I said. Mr. Egan still felt ill and told me he was just preparing to return home, having checked his cash and attended to the affairs of the store which demanded his personal attention. I made another effort to persuade him to come over to my sample room. But he cut me off short, reiterating his determination to buy from the old house, and again assuring me he was uninterested in my line.

Back to the hotel I went—discouraged and blue, but still determined not to show my line to anyone until Michael Egan had seen it. Meanwhile I devoted myself to learning something about Mr. Egan. I found that he had come from Ireland, a poor boy, and by reason of hard work, thrift and industry had accumulated enough to open a small store. Strict attention to business had built a profitable trade for him and brought him a comfortable fortune, for those days.

Again He Answered "No"

I also learned that he was a man of marked individuality, with very positive likes and dislikes, but also with considerable sentiment beneath a placid exterior. The next day I was again back at his store. There was a note of impatience in his voice as he said good morning. I saw that he didn't welcome this third call, but from habit was courteous, if rather "cold." He began the conversation before I could decide what to say.

"Young man, did I make myself clear to you, yesterday and the day

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If I Were

A Sales Manager

Some Things I Would Do

By Alvan Macauley

President, Packard Motor Car Company, Detroit, Michigan

FIRST, let it be understood that I am not attempting to set myself up as a dispenser of advice to aspiring sales managers; I am not presuming to say that a sales manager ought to do this or ought not to do that. Every job has its individual problem, and every sales executive must work out, largely, his own salvation. But there are certain fundamentals that are general in their application; certain tasks that every sales manager must perform. This is obvious.

Therefore, I'm not attempting to prescribe; rather, I am expressing, as an individual who has "been through the mill" instead of as an executive, my thoughts on this matter of sales management. Not what ought to have been done in the past, nor what ought to be done now; merely something of what I should do were I a sales manager today.

Take the matter of selecting salesmen. Getting the proper men to sell your product, whatever it may be, is as difficult as it is important; and to my mind, experience is not the first requisite in a successful salesman. Were I selecting men to sell my

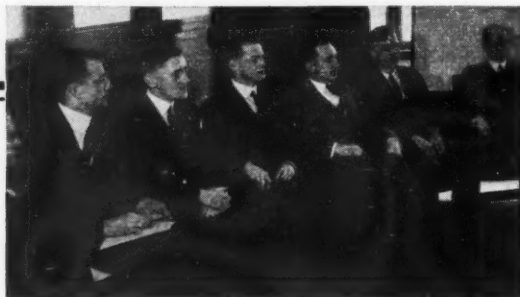
product, whatever that product might be, I should look first, not among the ranks of those who already were successful in selling, but among my own personal friends. I should look first among my companions on the golf links, in my clubs, and in other places of social contact, for one right man.

This man might not be in my line of business—probably would

not; that's more or less a minor matter. What would count most would be his conduct away from his business—his personal side. When a man is at play is when he is most likely to drop the mask assumed in his business and permit his true nature to crop out. He then is virtually off his guard; he's not protected by the veneer of business.

I should observe, first of all, his habits. What kinds of amusement does he seek? If he's unmarried, is he essentially a "lady's man" or does he enjoy thoroughly the company of men? Does he spend all his spare time cabareting, or does he devote part of his time to reading good literature? I don't mean "heavy" stuff, but current, informative material, such as is found in the best magazines. All of these things I should learn, because I believe they are an essential part of a man's equipment for business.

Initiative this man would have to display, for without initiative and plenty of it, a man has little chance for success as a salesman or, for that matter, as anything else. By initiative, I mean an



☞ If I were a sales manager again, here are some of the things I would do:

☞ I should try to select my salesmen. And in so doing, I should look first, not among the ranks of those who already were eminently successful in selling, but among my own personal friends. These men might not be in my line of business—probably wouldn't. That's more or less a minor matter.

☞ I should not hire a man under any circumstances unless he had demonstrated that his natural attitude toward others was an attitude of service.

☞ Regardless of the expense, I should scatter through the sales personnel a number of "pace-makers."

☞ I should seek to "sell" the firm to my men and to demonstrate that there always is promotion ahead for the man who goes after it.

☞ I should teach new men everything possible about the product before I send them into the field to sell—and then I should expect them to be productive immediately.

Again—

The sales manager's job is viewed from the vantage point of one of the men higher up



ability to see the best, and often the unusual, way. His habits may be perfect, but if he lacks initiative, he'll be a plodder, and seldom of more than nominal value to his boss.

With initiative ought to go a pleasing address; that is, a certain poise and manner and figure of speech that stamp him as a man of at least moderate culture.

Reliability, of course, is an attribute that is stressed by every employer; and it's a term that covers a number of qualities, qualities that can be detected almost invariably by association with the man in his leisure hours. A man who will not keep his word among his friends, certainly isn't likely to be very trustworthy in his business.

All these elements in a man's make-up I should observe carefully, but most important of all would be his attitude toward others. I should not hire a man under any circumstances unless he had demonstrated to my ultimate satisfaction that his attitude toward others—his natural attitude, mind you—was an attitude of service. I mean by that, a willingness, and a desire, to do something for someone else unselfishly. The prime essential in the modern salesman, I'm convinced, is consideration first, for the interests of his clientele. I should want him to place the interests of his customers before the interests of his employers, even to the point of consistently refusing business; and if he didn't possess that tendency, or at least develop it quickly after entering my employ, I should ruthlessly eliminate him from my business.

He ought, also, to be generally well informed. He ought to know at least a little something about virtually every subject; at least, enough to be able to carry on an intelligent conversation. He can fall easily in line, then, with his customer's interests or hobby. If his customer, or prospective customer, wants to talk about bees, the salesman can do likewise. Or it may be astronomy, literature or what-not; whatever is the customer's chief interest, the salesman who can develop that interest overcomes a great deal of sales resistance. If the salesman knows, apparently, something about such matters, his customer naturally assumes that he knows his product.

A salesman of today is a different creature from the old-time drummer. A salesman in the early days was looked upon, generally, as a trickster, playing a game of give and take, with all the emphasis on the take. And unfortunately, this assumption was mostly correct. But the really successful salesman today is the one who thinks, first of his customer, and then of himself and of his firm.

I have said that in selecting my sales personnel, I should look first among my friends and social acquaintances for one man of the right caliber. But what about the rest of the men?

They would be, largely, his friends and friends of his friends. Any one man of the right type is very likely to have a friend or two who is of the same type. This theory is applied to the sales force

of our own Detroit branch; virtually half of the salesmen there are selected from among my friends or friends of my sons.

Thus, if I were a sales manager again, I should try to select my salesmen. Their innate qualities would be pretty well known beforehand. After they're on the job, however, care must be taken to keep those qualities uppermost and to develop them as well. One thing I should be sure to do, regardless of the expense, would be to scatter through the sales personnel a number of "pacemakers." In business, as well as in athletics and so on, a pacemaker is a stimulus, a lash to flagging spirits.

And supervisors—another element of supreme importance—the last to feel the effect of retrenchment programs. The supervisors ought to be the very best men obtainable, and there always ought to be plenty of them. The ideal supervisor is, first, the business superior of his men, but it is absolutely necessary, as well, that he be their friend. His job ought to be supervision in name only; in reality, he's an advisor. He ought to be familiar with every angle of the life of every man under him;

he ought to know just how they live. Does this salesman who is married enjoy his home life, and is the atmosphere in his home tranquil or disturbing? What about his finances? Is he a spend-thrift, or is he niggardly, or is he thrifty only to the point where the comfort of himself and of his family is involved? Does he carry life insurance, accident insurance, health insurance?

All of these things the supervisor ought to know and if he's a real friend to his men, determining them will be easy.

The wise sales manager theoretically will place his salesmen "on their own"; that is, he will make them realize at all times that, figuratively speaking, we all live in glass houses. Every salesman, especially the youngster in the business, ought to be impressed thoroughly with the idea that he can't "put anything over" on the boss for very long. It's a poor sales manager who doesn't know what his men are doing aside from turning in orders. He doesn't know, probably, and there is no need for him to know whether Jones was late for work twice last week, or whether he took a day off; but he does know Jones' habits. He knows whether Jones is studious and conscientious, or whether he's inclined to be heedless or careless. He knows, in other words, Jones' personal equations.

Sell the Firm to the Men

But although Jones is placed on his own, he ought not to be left entirely to his own resources. He must be encouraged, and by encouragement I mean not only a slap on the back, or a ten-dollar-a-week raise. I mean a chance for promotion. A man who is made of the right kind of stuff, will be trying, always, for advancement, and if he sees no opportunity for material advancement with one concern, very likely he'll eventually try another.

It is up to the sales manager, then, to "sell" the firm to his men, and to keep it sold. To do this, of course, he must be backed up faithfully by his employer. But mere words will not do. It's all very well to pat a salesman on the back,

and to tell him that his efforts will be rewarded. That works for a limited time. But the salesman, if he has any spirit at all, eventually will demand something besides promises; and if he doesn't get it—well, some concern will lose, perhaps, a mighty valuable asset.

Of course, he may not have gumption enough to quit, or he may be tied down by financial reverses; but even then, failure to demonstrate conclusively to him that there always is actual promotion ahead for the man who goes after it, will break his spirit and undermine his efficiency.

The Fixing of Quotas

The average salesman wants to know what's going on at the home office. He doesn't like to feel that he's isolated in his territory, and, to the officers and directors, merely a name. I believe in conventions of master salesmen at the home office. In fact, I believe that every salesman ought to be personally acquainted there; give him individuality and he's a better man.

And about this matter of quotas. Salesmen's quotas ought to be determined with great care. Population of territories, per capita wealth, and the kind of people and their occupations, these ought to be most accurate. Quotas, to my mind, ought to be fixed theoretically, assuming first, that the salesman is one hundred per cent efficient. Let the sales manager fix a degree of individual performance that will make the salesman profitable to the firm, measuring performance against the one hundred per centers and the standard of quota. The salesman, then, who doesn't attain the standard of performance set is a liability; but when he exceeds it, that moment he's an asset.

I don't mean, however, that a salesman without previous experience ought to be expected to be profitable immediately, although he can be considered as one hundred per cent efficient. But within three months a new man, even a man with no previous selling experience, ought to be, under normal conditions, making money for his employer. In the first place, he ought never to be sent out without

first being entirely familiar with his product. Sending out salesmen, even experienced salesmen, to talk about a product with which they're not thoroughly acquainted, to my mind is unwise. And I can't see any necessity for it. No matter how clever a man may be, you can't get the most out of him unless you teach him everything there is to know about what you want him to sell.

The salesman who knows his product ought to be productive as soon as he hits his territory; not a howling success as success is measured by the older men, and not profitable, but at least a producer. Somehow I don't quite fall in with the idea that a new man in a territory ought to be figured for months as a total loss. If he goes out with the understanding that he really isn't expected to produce until he has had several months in which to get acquainted with his territory, then, very likely, he'll do no more than is expected of him.

These, in substance, are some of my thoughts on this matter of sales management; and were I a sales manager today I should put them into practice. They are, generally, incorporated in Packard policies, but they would serve as satisfactorily, I should say, in any other line. They're fundamentals.

But let me emphasize again what, in my opinion, is the biggest single factor for the sales manager to consider—service. Give the customer what he really needs instead of a lot of folderol. And if he does not need your product, don't try to convince him that he does. Friends are the greatest asset of any business, and one friend to whom you do not sell, in the long run, will be far more profitable than a single dissatisfied customer.

St. Louis Sales Managers Discuss Market Analysis

"The purpose and Function of Market Analysis," was the subject taken by Martin L. Pierce, director of research of The Hoover Company, in addressing the St. Louis Sales Managers' Bureau, March 5. Mr. Pierce has been active in the Associated Advertising Clubs of the World for several years.



Why Retailers Concentrate Their Buying at Wilson Brothers

Chicago Firm Installs Series of Show Rooms and Model Displays to Aid Retail Buyers

By John L. Scott

BEFORE laying in his summer stock of shirts, a retail clothier in a medium-sized Illinois city decided the importance of selecting the right shirts justified him in visiting the plant of Wilson Brothers, Chicago importers and manufacturers of men's haberdashery, in the interests of this line alone. It was his intention to look over the company's entire assortment of shirts carefully and take his time about purchasing a well-balanced stock. Accordingly, he went to Chicago one morning, intending to return the following night.

When he boarded the train for home a week later, he not only had purchased a supply of summer shirts, but he also had filled his summer requirements in hosiery, underwear, handkerchiefs, neckwear and belts. And he had bought everything from Wilson Brothers!

The reason he ordered his entire line for summer when he had intended to buy only shirts, was the amazing display of goods he found awaiting him at Wilson Brothers. He was directed to the ninth floor of the company's building, where

all the Chicago sales offices are centralized, and stepping off the elevator he had his first glimpse of "Concentration Avenue," probably the most elaborate merchandising display plan ever introduced in the clothing industry.

An entire floor has been transformed into a city block of shops. Fourteen of these shops, with forty-two model show-windows, face an avenue almost 500 feet in length. In each shop one of Wilson Brothers' lines of haberdashery is featured so correctly that visiting dealers, as well as the company's own salesmen, can learn more about it than years of handling that line had taught them.

For a number of years the company has emphasized the policy of urging merchants to concentrate their purchases in as few houses as possible. Concentration had become the outstanding aim of the house, so when Tom Leslie left his position as director of display for the National Association of Retail Clothiers and Furnishers some months ago to serve as director of display and dealer helps for Wilson Brothers, he was confronted, first

of all, with the problem of taking the selling offices scattered about the building and concentrating them on one floor. In this way the entire line is displayed as a unit and its extensiveness grasped by everyone visiting the floor, while dealers are saved the time and trouble of buying different articles on different floors.

"Concentration Avenue" was formally opened January 4, with several hundred merchants from Chicago and neighboring cities in attendance. The event had been so widely advertised through "teaser" announcements that curiosity was kept at a high pitch up to the opening. Even members of the Wilson Brothers' organization did not know what remarkable transformations were taking place on the ninth floor until the opening day.

The accompanying illustrations show one aisle of "Concentration Avenue," two of the model show windows, and a shop interior. In the two aisles making up the avenue 482 feet of show window space is provided. Each window is 4 feet 6 inches wide, 3 feet 6



Forty-two model show windows and fourteen shops have been installed to occupy one entire floor of Wilson Brothers building in Chicago. Every shop and window features a single one of the lines sold by the company. The purpose of the displays is to educate visiting retail buyers and urge upon them the desirability of concentrating purchases at Wilson's.

inches deep, and 6 feet high, an excellent proportion for a unit display of merchandise. Exteriors and windows of the shops are built in the Spanish architectural style, with woodwork in blue, black and gold. Interiors of the shops are finished in plain flat colors.

According to the present plan, displays in the windows will be changed each week. This arrangement will provide dealers with different model displays for each season of the year and will give them tangible illustration of variety in window trimming. The shops back of the show windows include: The Neckwear Shop, The Muffler Shop, The Novelty Shirt Shop, The Handkerchief Shop, The Underwear Shop, The Hosiery Shop, The Foreign Room, The Studio of Style and Design, The Novelty Shop and The Service Bureau.

Since the opening January 4, between 1,500 and 1,800 retailers from all sections of the country have visited "Concentration

Avenue." Inspecting the display of merchandise in the windows and sample rooms, important as that is, comes far from being the only benefit they receive from their visit.

Mr. Leslie has developed courses in display, advertising and salesmanship which would compensate merchants for going to Chicago entirely apart from the advantage of examining the complete Wilson Brothers line. Most merchants spend from one to two weeks studying the goods, the proper methods of advertising and displaying them and the best suggestions on merchandising them. They are taught how to use the dealer helps the company furnishes, how to plan their advertising through the use of mats and cuts supplied by the house, how to increase their sales by suggestive selling, and how to improve both window and store displays by cards, stands, colored backgrounds and other display helps. Just as the house leads dealers from one purchase to

another by directing their attention gradually to other lines, so the dealers learn how to suggest additional purchases to their own customers. What they are taught about merchandising is passed on to their clerks, who in turn pass the idea of concentration on to the buyers.

When merchants have learned the many advantages of concentrating their purchases, it is much easier for them to convince customers why it frequently is not advisable for them to "shop around."

"Concentration Avenue" has been termed modern selling at its very best because it sells ideas just as much as it sells merchandise; in addition to showing dealers how to merchandise the goods they buy from the house, it shows them why it is to their advantage to satisfy all their requirements through one wholesale or manufacturing connection. By concentrating their buying with a single house they

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Fire Insurance Companies Join Hands in Farm Paper Campaign

Fifteen Fire Insurance Companies Waging Cooperative Advertising Campaign to Cut Down Heavy Fire Losses on Farms

FURTHER recognition was accorded cooperative advertising as a strong educational force, when fifteen of the larger fire insurance companies launched a campaign in January directed specifically toward spreading fire insurance information among the farmers. The seriousness of fire losses on the farms has increased so alarmingly in recent years that the insurance men, seeing the necessity of finding some means of checking them, chose educational advertising in farm journals as the one best adapted to their purpose.

For the past few years practically all the fire insurance companies have been handling farm risks at a loss; their outlay for losses and expenses exceeds the premiums they take in on farm business. As this situation steadily was becoming more aggravated, they were confronted with the problem either of raising their rates on farm insurance or reducing the losses. Just as a good physician would rather prevent a disease than cure it, they took the latter course.

A Sliding Scale of Assessments

An appropriation of \$35,000 was raised among the fifteen companies participating in the campaign to cover advertising expenditures during 1926. Each company is assessed according to the volume of premiums on farm insurance it received in 1924. By this arrangement the smaller companies pay no more than their just proportion of the expense, above a fixed minimum, while the concerns receiving the biggest benefits bear the greater share.

As originally planned, the campaign was intended to show farmers where they could reduce their hazards, and to make certain that their claims would be satisfactorily adjusted by taking advantage

of the services offered by the legal reserve or "old line" insurance companies through their local agents. So much interest was aroused over the fire prevention movement, however, that chief stress is being placed on helping farmers preserve their property instead of on selling them one particular class of insurance.

Two years ago, when the plan was first suggested, the men interested in it attempted to obtain the cooperation of every company which wrote farm insurance. Since risks are so much more hazardous on farms than in cities, where inspections can be made, and where buildings are better constructed and fire-fighting facilities are available, but 10 per cent of the fire insurance companies write farm policies. The companies making up this 10 per cent have an organization of their own in the Farm Insurance Association, but when the advertising campaign was suggested as an association proposition, it was rejected.

A Campaign is Launched

Convinced that the plan was the only sure solution for the losses on farm insurance, despite this setback its promoters carried it to the individual members, and after more than a year of organization activity, the Farm Insurance Committee was formed by about 50 per cent of the association members, who transact 71 per cent of the farm insurance business. The proposed appropriation of \$70,000 was cut down to \$35,000, an advertising agency was selected to prepare the copy, and the first advertisement appeared late in 1925.

Advertising is carried exclusively in farm journals. This includes one national medium with 80 per cent of its circulation in the central western states in which the group of companies is particularly interested, supported by state farm

papers in twelve of these states. Agents of the fifteen participating companies are furnished mats and electros for use in their local newspapers as tie-ups with the national campaign, while many of them are doing personal missionary work in the interest of fire prevention. Each advertisement carries a coupon entitling the person returning it to a copy of "Insurance Facts for the Farmer," a handbook on fire prevention which mentions insurance only incidentally. Up to the present time no plan has been devised for apportioning these inquiries fairly among the different companies, so they are merely filed in the secretary's office, but it is believed that such a plan will be put into effect as the campaign progresses, since each inquiry represents an unusually interested prospect for fire insurance.

Advertising Brings Results

While it is difficult to determine with real accuracy just what effect the advertisements are having on the farmers, the benefits from this, as from similar educational campaigns, being more cumulative than tangible, the fact that inquiries have been received from thirty-nine states following the first two insertions of the advertisements, is proof that the advertisements are being read. The effect upon those who are interested in farm problems, however, has been immediate and constructive. Editors of farm journals, whose influence over farmers is probably greater than that of any other group of persons, have been shown the importance of fire prevention work and are devoting considerable attention to the problem in their editorial pages.

Wallace Rogers of the Hartford Fire Insurance Company, who is chairman of the Farm Insurance Committee, is of the opinion that

May We Present Mr. Gilbert and Mr. Hoyt?

HAVE you ever come home late at night and stumbled over toy bridges, railroads, cranes, Eiffel towers? You probably have, if there are any young boys in your family. Well, blame A. C. Gilbert, the man facing you on this week's cover, for as the inventor of "Erector" toys, and president of the A. C. Gilbert Company of New Haven, Connecticut, he started a million boys building everything from dump trucks to Eads bridges. To atone for a million or so cluttered up living rooms and front porches he also manufactures the "Polar Cub" electrical products, chief of which is the electric fan. Mr. Gilbert is a magician, Olympic athlete and a doctor who turned manufacturer. His first serious struggle was to develop a frail body into a strong one. He was such a success that he won distinction as a wrestler, and in 1908 broke the world's record for pole vaulting at the Olympic games in Stockholm. He was graduated from Yale with a Doctor of Medicine degree.

The man sitting at Mr. Gilbert's right is not Will Rogers, although he is known as Mr. Rogers' double, even without the gum and lariat you see the resemblance in the picture. He is Charles W. Hoyt, president of the Charles W. Hoyt Company of New York.

Mr. Hoyt is an advertising man who served a long apprenticeship as a salesman. He traveled for two years selling to grocery stores, then spent four years at Yale, annexing an engineer's diploma. Then he went back to selling for ten more years as salesman, sales manager and general manager for his father's wholesale firm. From 1904 to 1909 he acted as general manager in New England for a national food products concern, handling many large sales and advertising campaigns.

In 1909 he organized what is now known as the Charles W. Hoyt Company, Inc., an advertising agency of which he is president. From nothing he has built this business to its present rank as one of the leading agencies of America. He is author of "Scientific Sales Management," and "Training for the Business of Advertising," a book for young people.

the widespread interest already aroused is worth the expense of the campaign. "Farm editors are giving the cause of fire prevention their heartiest support, not because they have been influenced by advertising considerations, but because we have pointed out to them the seriousness of the problem from an angle they had not before considered," says Mr. Rogers. "One of the biggest advantages of the campaign is that it is placing the insurance men in closer touch with the editors, farm workers and all those directly concerned with the farmer's welfare.

"Since the committee began its work, other farm organizations have offered us every assistance and cooperation. Through farm papers, country newspapers, radio broadcasting and other agencies, light is being thrown on the necessity for protection against fire as it never has before. The American Farm Bureau Federation, the Agricultural Editors' Association, the National Fire Protection Association, the National Grange, the Farmers' Union, the National Fire Waste Council of the United States Chamber of Commerce and related organizations are giving

their best efforts to the movement. On the strength of their interest it is proposed to form a Farm Division of the National Fire Waste Council, in which the efforts of all those concerned, including the Department of Agriculture at Washington, will be correlated.

"Every cent of the \$35,000 appropriation is going for advertising. The secretary of the Farm Insurance Association handles details of the campaign in the association offices, and as none of the members of the committee is paid for his work, we have practically no operating expenses."

Radical Tendencies Threaten to Undermine Distribution

Improved Relationship Between Manufacturer and Distributor Will Solve Such Perplexing Problems as Group and Installment Buying

By B. J. Cahn

Chairman of the Board, B. Kuppenheimer & Company, Chicago

ONE of the most important developments of a new and keener competition which has arisen to confront manufacturers, in addition to such new mediums of distribution as mail order houses, chain stores and house-to-house salesmen, is group buying. Very recently, at a meeting of a retail dry goods association, great enthusiasm was aroused over a statement that group buying, if adopted, would mean a saving of \$300,000,000 a year. This made a great appeal because it affected the profits in the pocket-book of every listener.

Combating Group Buying

As a result of this meeting a mass meeting was called by the associated dress companies; indignation was great, and the 250 manufacturers present agreed to fight to the last drop of blood in their veins toward combating group buying. Each one posted a bond of \$5,000 to guarantee the pledge that no member would retain in his own display rooms a representative of a buying group.

For a number of years great department stores, chain stores and buying combinations have been enjoying the advantages of quantity purchases through combined buying activities, until now a great many manufacturers are of the opinion they are confronted with a revolution in our industrial history. The group buyers fight for lower prices, while manufacturers and wholesalers are fighting for the maintenance of resale prices.

In the textile industry, it has been said recently, retail distribution sits in the saddle while manufacturing walks. This is true to a large degree in the clothing

industry. This concerted effort to drive down manufacturers' prices and profits is based on the economic buying group resulting from the changed conditions in this country. There has resulted an unequaled similarity in the buying habits, tastes and customs of the people throughout the country, where in former years each locality had its separate wants.

The things that have brought about this change are national advertising and the advent of the automobile, which has brought communities closer together, while the radio and the movies also have done their share to bring the same ideas and the same thoughts together. Today the buyer of clothing or shoes in Maine has the same desires as the man in California.

This situation presents an advantage for group buying which did not exist before. It further brings with it the greater danger of tempting these organizations to go into the manufacturing business when they cannot get the prices they want from the established manufacturer. This makes the task of the retailer a more difficult one—he has to resort to the unusual, to style and discrimination in taste, in order to make the public think he has the unusual.

Less Money for Clothes

In spite of the fact that there is more money being spent now than there was ten years ago, expenditures for clothing are just about the same. In this same period expenditures for automobiles have risen from a half billion dollars in 1913 to more than four billion dollars in 1923, an increase of 800 per cent. In 1914 one million dollars was the total spent for

washing machines; in 1924 this figure had grown to \$88,000,000, an increase of eighty-eight times! Radio has developed from nothing into many millions of dollars.

If in the purchase of other so-called necessities, wearing apparel has come out second best, as it apparently has, there must be a revival of effort to instill in the mind of the consumer the need to "Dress Well and Succeed." With this new competition to meet, the merchant must be trained to point out to consumers the advantages of trading in established institutions; better dealer helps must be furnished, the importance of standardized merchandise must be presented and the value of good appearance must be shown.

Damaging Credit Schemes

It is in the matter of credits that the most serious form of competition has come to the front. Credit competition, carried to extremes, can tear down the structure of business more rapidly than any other agency. In many lines houses bid for patronage on the basis of long-time payments, each merchant trying to make his credit terms more liberal than the others, until in exaggerated cases there is the flamboyant slogan of "nothing down and a year to pay."

More than 90 per cent of the furniture is bought on instalments; 75 per cent of the automobiles; 80 per cent of the phonographs, and 60 per cent of the pianos are sold on a basis of time payments. Even such articles as jewelry, expensive wearing apparel and other luxuries may be purchased on terms.

The only sound business policy for handling instalments is on necessities which do not deteriorate rapidly and which have a

definite resale value. I favor installment selling of houses, necessary furniture and even automobiles which are used for business purposes, provided that they are paid for faster than they deteriorate, and they can be repossessed by the merchant and resold at a profit. Clothing obviously cannot be resold after two or three months if it has not been paid for and must be repossessed; after a suit has been worn a short time its resale value diminishes to practically nothing.

A "ten-payment" plan was recently introduced into the clothing industry. This plan provides that a suit or any other article of clothing may be paid for over a period of ten months. Advocates of this plan claim that one of its big advantages lies in the fact that each purchaser will be brought into the store ten times a year, and can be sold something else on each trip. This may be very true, but it is also true that he will make these additional purchases on the same payment plan, until his account becomes so involved that it will be more of a burden than an advantage to the store.

Cooperation Badly Needed

In addition to the great expense of employing the collectors, credit rating men and bookkeepers necessary to keep a plan of this sort running properly, at the end of ten months, or even many months sooner, the clothing will have ceased to have any value to the store. If the payments stop, the store gains nothing by taking the articles back, and its only course is to bring suit against the buyer. There is justification for a ten-payment plan in the automobile, furniture or real estate business, where payments come in a jump ahead of the rate of deterioration, but I can see no excuse for it in the clothing industry.

Most of these perplexing problems could be solved if the relationship between the manufacturers and retailers could be placed on a basis of mutual confidence and cooperation. By way of showing how widely they are separated, a committee made up of both manufacturers and retailers

recently met to consider the practices each condemned in the other. The retailers had forty-two complaints to make against the manufacturer, while the manufacturer retaliated by objecting to retailers' practices on thirty-two counts.

If manufacturers hope to meet outside competition and relieve the high cost of distribution, greater skill and greater efficiency must be developed in the retail stores. To bring this about it is perfectly clear that the manufacturer and the distributor must be brought closer to each other and to the consumer; a real alliance must be created between them.

Manufacturers Must Help Dealers

Since it is not within the power of the average merchant to secure the advantages of training, discipline and education on a large scale without assistance, it becomes the duty of the thinking manufacturer to extend his hand. He must follow the lead of the great industrial organizations and public service companies, which by employing the services and methods of leading scientists, through research, inquiry and investigation, have discovered new ways of producing and distributing better products at lower prices.

Assuming that a situation is created whereby the merchant can devote his efforts and his time to seeking and obtaining from the manufacturer the information, service and aid that will enable him to distribute his product at a profit, the important thing is the resale, and joint effort is concentrated on this alone. No better guide can be furnished to a merchant than a compilation of the experiences of a great many similar businesses by a manufacturer who is interested in the welfare of such a group.

If a manufacturer is to be of real assistance to his dealers he must have a full knowledge of the operations of their business. He must be able to show them how to determine what they have in stock, what the sales experiences of others have revealed, what items they carry are not called for and what items that are called for they do not carry. If dealers have these

records before them daily, they know their needs, cannot become overstocked, and will avoid the necessity for mark-downs.

Their next problem is to know the cost of doing business, or what is included under the term, "high cost of distribution." Each item, such as rent, salaries of salesmen, advertising, executive salaries, busheling, taxes and other incidentals in operating their business, is fixed by the experience of thousands of dealers. The manufacturer has these experiences at his command.

In addition to the cooperation and support that manufacturers must contribute to the successful conduct of a business from the standpoint of maintaining the proper mark-up, the proper inventories, the right overhead and turn-overs, there must be included that greater service of aiding the dealer in securing the business that is fundamental to all success. Advertising in national mediums to create the demand, tie-ups in local newspapers to direct that demand to dealers' stores, poster, billboard and street car advertising, and store and window display cards of all kinds link the retailer more strongly to the manufacturer and add greatly to the success of both.

Philadelphia Plans Three Year Ad Campaign

The Philadelphia Chamber of Commerce has given its support to the joint movement fostered by the Poor Richard Club for promoting a three-year advertising campaign to hold the resources of Philadelphia before the rest of the country. Philip Gadsden, president of the Philadelphia Chamber of Commerce, has urged a campaign to advertise the city through leading newspapers and magazines.

A total of two billion dollars has been spent for building in the first two months of 1926, it is reported by the Indiana Limestone Quarrymen's Associations. Building operations for January and February exceed the unprecedented figures of 1925, when the total reached some \$700,000,000.

Finding a New Sales Approach for a Staple Line

Overall Manufacturer's "Service Stations" Overcome Indifference of Dealers and Put New Kick in Sales

SERVICE stations were introduced into the clothing business recently when the Signal Shirt Company of Racine, Wisconsin, as a part of its plan for increasing overall sales, developed a Signal Service Station to be placed on a counter or stand in dealers' overall departments. This service station is a four-color steel cabinet, 10 $\frac{3}{8}$ inches wide by 11 inches long. It contains a full assortment of repair parts for overalls.

The idea back of the plan, as explained to dealers through the company's letters, is that no matter how good an overall is, a stray nail or sharp corner can tear it. Nail tears and fire and acid burns are every-day incidents among the workers who wear overalls, but now, when a patch or button is needed, all they have to do is to go to the dealer's store for it. Since these repairs are free, both to dealers and to their customers, the profits will accrue when the people who come in for repairs buy socks, shirts, shoes or other articles.

A New Type of Appeal

"The station was originated to meet two conditions," explains C. W. Langlotz, advertising manager of the company. "First, to overcome the indifference which salesmen encountered in selling overalls to dealers, and second, to relieve a condition of mediocrity in advertising appeal. The service station idea not only has enabled our salesmen to interest dealers in overalls, but it has given us something unique to advertise, to lift our advertising out of the common rut.

"Each station costs us something more than five dollars, so in order to break even on the expense, we insist that the initial order be for not less than five dozen suits of overalls, although dealers may specify deliveries over a period of

time. This arrangement works out very satisfactorily, as it brings the station within reach of every dealer and cuts down on our expense at the same time.

"In announcing these service stations to our dealers we explained to them that the free service idea would be featured in all Signal overall advertising. One advertisement will appear in twen-

ty-four railroad magazines, reaching more than 1,250,000 readers every month. By placing his stand in a prominent place in his store a dealer will benefit from this advertising at once."

The stand itself requires little attention beyond keeping it neat and checking up occasionally on the repair parts. Patches, buttons, slides and other materials must be



replaced as they are used, but since replacements are free, dealers can be depended upon to look after this requirement promptly.

"Thus far the results of the service station have exceeded our expectations," says Mr. Langlotz. "Although our first announcement was made only a few weeks ago, our first batch of stations is entirely used and we are now placing an order for an additional quantity. The plan is doing exactly what we intended it to do and we are more than satisfied with it."

Instalment Sales Reach Five Billions a Year

Instalment selling has reached a peak of \$5,000,000,000 annually, it is reported by the department of domestic distribution of the Chamber of Commerce of the United States, which estimates that 17 per cent of the entire amount of consumer goods sold at retail is disposed of on time payments. While the trend is still upward, the department finds that information concerning the extent and character of the practice is too meager to justify a conclusion as to whether it is an economic menace or a legitimate credit development.

Estimates of the Farmers' Loan & Trust Company state that \$3,293,411,878 worth of automobiles, washing machines, vacuum cleaners, phonographs, furniture, pianos, jewelry and radio apparatus is sold on the instalment plan. The General Motors Acceptance Corporation reports its operations over the past seven years have totaled \$509,250,454, with a loss ratio for 1925 of only .012.

Outside of the trades in which instalment selling is an established practice, it shows an increase in the clothing and radio trades, while its introduction has been strongly resisted in such lines as hardware and paints and varnish.

J. C. Altrock, sales promotion manager of the Fuller Brush Company, addressed the St. Louis Sales Managers' Bureau on "The Man in Salesmanship," at the March 12 meeting.

U. S.—Far East Trade Improves

Trade between the United States and the Far East improved in 1925 over 1924 in spite of the disturbed financial, economic and political conditions which prevailed in the principal countries of the Orient last year, according to the Department of Commerce.

Exports, with a total valuation of \$667,107,000, increased slightly, while imports rose from \$957,236,000 in 1924 to \$1,368,092,000 in 1925. During 1925 the United States sold the Far East approximately 386,781 long tons of iron and steel; \$38,000,000 worth of machinery; 42,000,000 feet of finished moving picture films; 81,350 automobiles and trucks, and 693,000,000 gallons of refined mineral oils. These countries also consumed, 247,872,000 pounds of American leaf tobacco, 2,264 pounds of manufactured tobacco and 7,291,424,000 cigars and cigarettes.

Bank Debits Show Gain Over 1925

An increase of \$1,950,000,000, or 17.6 per cent, was shown in debits to individual accounts for the week ending March 10, 1926, over the week ending March 11, 1925, as reported to the Federal Reserve Board for banks in leading cities. The 1926 debits aggregated \$13,009,000,000.

Increases were reported by most of the more important centers, the largest being as follows: New York City, \$1,576,000,000; Chicago, \$63,000,000; Philadelphia, \$43,000,000; Boston, \$34,000,000, and San Francisco, \$30,000,000.

Monarch Tractors, Inc., Move to Springfield, Ill.

Plans have been completed for the removal of Monarch Tractors, Inc., from Watertown, Wis., to Springfield, Illinois, and for the organization of a new corporation to take over the business. The name of the new firm is the Monarch Tractors Corporation. Officers are: R. W. Gotshall, president; H. B. Baker, vice president; R. C. Lanphier, vice president, and Owsley Brown, secretary and treasurer.

Dallas News Plans Reorganization

A plan for the reorganization of A. H. Belo & Company, publishers of The Dallas, Texas, "Morning News," "The Dallas Journal," "The Dallas Semi-Weekly Farm News," and "The Texas Almanac," was made public last week and will be put into operation within the near future, having received the approval of more than the requisite stock of the company.

George B. Dealey, president and general manager of the company, who is serving his fifty-second consecutive year, will hold a majority of the voting stock of the reorganized company. Mr. Dealey began with the "Galveston News," which the company published until 1923, as an office boy in 1874. He first became business manager of the "Dallas News" in 1885; in 1906 he was elected vice president, and in 1919 he was made president. He has held the title of general manager for many years. His sons, Walter A. and Edward M., are closely associated with him in the management of the business.

Originally the stock of A. H. Belo & Company was owned entirely by its management. Now some four-fifths of it is owned by the widows, descendants and legal representatives of the men formerly connected with it. Substantially two-thirds of the stock of the present company is owned by members of the Belo family.

Realizing the advantages of placing the control of the company in the hands of those active in the management of the property, this plan of reorganization has been worked out and submitted to the stockholders. The plan contemplates the exchange of the stock of the present company for securities of the reorganized company. The voting stock will be held by Mr. Dealey and a few other members of the organization.

A. H. Belo & Company, as a corporation, dates back to 1881. For many years the capital stock was \$300,000. This was increased to \$1,500,000 in 1921 by a stock dividend. The value has been fixed in the reorganization at \$2,725,000.

What Makes a Mail Order Medium?

Why Some Publications Pay Out on "Sign Here"
Copy and Others Fail to Pay the Cost of Space

By Ralph K. Wadsworth

"WHAT'S the matter with our mail order advertisers? Why don't more of them use the "Ladies' Home Journal" or "Saturday Evening Post," for example? Why do they crowd the columns of "Better Homes & Gardens" and apparently avoid "House & Garden"? If it's rural publications they want, why do more of them favor "Farm and Fireside" than "Country Gentleman"? And why wouldn't it be a good thing for the "Saturday Evening Post" or some publication to sell Sears' a four-page catalog insert in their magazine?"

"Is there some principle behind this mail order discrimination in magazines? If so, would this principle mean anything to a general advertiser in the selection of his publications?"

You Must Have Circulation

These and similar questions are often asked by readers and advertisers. I formerly wondered at it myself.

As many a publication solicitor will tell you, the genus mail order advertiser is a "hard-boiled" buyer of space. Carefully prepared analyses of circulations, market researches and stories about editorial content fall on deaf ears, for in many cases he knows more about the advertising value of a publication than the solicitor himself.

Often he can tell you the occupations and credit risks of a magazine's subscribers. For example, a certain instalment mail order advertiser usually cancels 40 per cent of his orders due to poor credit risks. When he advertises in "Liberty" or "Review of Reviews," he finds it necessary to cancel only 20 per cent. Thus no competing advertising solicitor can persuade him that the readers of these two publications are not higher class than the average.



Ralph K. Wadsworth

If you have run much mail order advertising, one of the first requisites you discover for a good mail order medium is circulation. You must have sufficient circulation for your advertising money or your publications will not produce sales enough. Indeed, this is the main reason for the mail order advertiser's discrimination in publications.

The "Saturday Evening Post," to take one example, charges you 48 cents per line (one-fourteenth of a column inch) per 100,000 circulation. "True Story," on the other hand, a monthly, will give you 100,000 circulation for 46 cents, or less than the weekly demands with only one-fourth the life. The result? The columns of "True Story" are crowded with mail order advertisers and the "Saturday Evening Post" carries comparatively few.

The same principle applies to farm magazines as well. The "Rural New Yorker" has many times the mail order advertising

of the "Maryland Farmer." Why? Because the former offers you 100,000 for 55 cents and the "Maryland Farmer" requires 87 cents per line for the same circulation.

If circulation were the only factor, then the "Rural New Yorker's" 55 cents per line would be higher than the "Saturday Evening Post's" 48 cents, and presumably the latter would carry more mail order advertising. But there is another angle to be considered. The publications you select must first of all reach the class of people who will buy your product by mail. Thus, city people won't buy shoes by mail, but you can sell them ready-cut houses from advertisements.

The Right Class of Readers

I remember inserting a mail order shoe advertisement and a ready-cut house advertisement in the "American Magazine" and also in a well known farm paper. For each \$100 spent in the "American Magazine" we received only about fifty orders for shoes, but the same amount in the farm paper brought 400 shoe orders. On ready-cut houses, on the other hand, the "American Magazine" far outsold the farm paper.

There are many more classes of goods you can sell to small town populations than to those living in the larger cities. The better class magazines, therefore, with their proportionately larger big city distributions, have fewer potential mail order advertisers to draw from. This cuts down the number of such advertisers in their columns. Some big city publications are better mail order producers than other big city magazines, due to the class of people who read them.

The answer to this question you can say, lies in, first, the most circulation for your money; second, a preponderance of distribution in

the country districts; and third, a class of readers willing to buy many types of goods by mail.

What does all this mean to the average general advertiser? It can have a very direct bearing. If he is interested in reaching the average public, the absence of mail order advertisements in his publications probably means he is paying too much for circulation. If his logical market is the big cities, a predominance of mail order advertisements will often indicate a disproportionate number of small town readers. There is one exception to this: Mail order advertisers can use a big city publication provided they receive an enormous circulation for their money.

Montgomery Ward's Experience

"Why doesn't the 'Saturday Evening Post' or the 'Woman's Home Companion' sell Sears-Roebuck or some manufacturer the idea of taking a four-page catalog insert in their publication?" said a friend of mine. "It looks to me as though they are overlooking a bet."

At first glance nothing would seem more logical. The big mail order houses advertise anyway; why shouldn't they take enough space to dominate, pack the pages with cuts of their merchandise and obtain a host of orders from people their catalogs do not now reach?

This presentation of the situation seemed logical to the officers of Montgomery Ward & Company some years back, although they were distinctly skeptical about its paying out. However, they tried the idea out in the "Kansas City Weekly Star." A four-page or eight-page insert (I forget which) was used, but it obtained nowhere near enough orders to make the advertising pay on that basis.

Why was it a failure? It could not have been the publication. With its rural distribution near Ward's Kansas City house, it was probably as good a paper as they could select. And the circulation cost is in keeping with that of other mail order publications.

Yet it did not pay out, and why? Because Montgomery Ward was paying too high a price to reach, first, distinctly mail order readers;

second, those willing to buy of Montgomery Ward & Company; and third, the life of the publication insert was too short.

To illustrate what this means, let us take the "Saturday Evening Post," as that magazine has a page approximately the same size as Ward's big catalog. The "Saturday Evening Post" will give you 2,466,000 circulation, according to the latest ABC figures, and a page costs \$7,500. Ward's catalog gives you the same sized circulation for about \$3,630 a page on the same quality of paper, and their catalog has a life of six months and not a week!

On the \$3,630 figure Ward's selling costs run from 8 per cent to 10 per cent. For you to pay more than twice as much for the same circulation in a publication with

only one-sixth or one-twelfth the life, would make your selling costs soar out of all proportion. Add to this the fact that Ward's catalog is going to their own customers and the "Post's" readers are not by any means all mail order buyers, and you can appreciate why Ward's and other mail order houses do not go in for four-page catalog inserts in magazines, even though at first glance it looks like a good proposition.

This leads to a further query: If the mail order house finds it unprofitable to advertise with four or eight-page inserts in magazines, what of the manufacturer selling through retailers? Is he wise in using so many spreads and inserts, or would he be better off to take more single pages and obtain a larger circulation for his money?

Novel Plan Pays for Sales Conference

Many sales managers curb their inclination to hold an annual sales convention because of the item of cost. Much as they would like to gather all their salesmen about the home offices once a year for a general get-together, they don't see where the selling expenses can stand the strain. The plan worked out by H. R. Plath, vice president in charge of sales of the C-it Products Company, Moline, Illinois, may solve this problem for them.

In working out the details of a proposed sales conference, Mr. Plath conceived the idea of having each salesman bring an order for five cases of each of two of the company's products to the meeting with him. Without unfolding his plan to the other officers, he wrote letters to all the salesmen, asking them to visit one of their best jobber friends before they left for Moline and explain why they were so anxious to take the extra order.

The salesmen fell in line with the plan at once. They told the jobbers that they wanted surprise orders to take to their sales conference and that, since there would be a slight delay in shipping the

merchandise because of the meeting, they could have some advance dating if they were already fairly well stocked. Most of the orders taken, however, were held down to the regular terms.

Following up his first letter to the sales force, Mr. Plath wrote another telling how he had called on seven jobbers himself, just to see whether these surprise orders could be taken, and had sold every one of them on the strength of the meeting. He also urged them not to let the orders for the meeting stop the usual business for the month, but to send in all the business they could while saving out the surprise orders.

When the salesmen arrived for the meeting it was found that every one of them had lined up a sizeable order above his regular monthly business. These orders were wreathed with holly and presented to the president of the company at the meeting in a surprise package, proving to him that the conference not only paid for itself but knit his organization closer together as well.

This Sales Policy Wins Cooperation of the Jobbers

Lloyd M. Skinner of Skinner's Macaroni Explains Successful "Fifty-Fifty" Plan for Handling Jobbing Accounts on an Exclusive Basis

GO among any group of sales managers who sell to the grocery trade and you will find them complaining about jobbers. Visit any group of jobbers and you will find them complaining about manufacturers. Two articles in a recent issue of "Sales Management" presented the opinions of a manufacturer and of a jobber. Each seemed unalterably opposed to the other's policies.

The manufacturer will be heard saying, "The jobbers give us no support"; "The jobbers are buying in retail quantities, trying to be wholesalers with retail stocks"; "The jobbers are crying for bigger discounts, but haven't brains enough to hang on to the discounts we are already giving them."

The jobbers will be heard saying, "The discounts are too small"; "We go to work and build up a good distribution and then the manufacturers either start selling direct, or cut prices to chain stores, sell to curbstone jobbers, or put the best retailers on direct lists."

The "Fifty-Fifty" Basis

So it goes. Each side throwing bricks at the other, each anxious to sweep off the neighbor's front step regardless of the dirt on his own. While all this scrapping is going on, some manufacturers have worked out policies which are building jobber good-will and making more profits for both manufacturer and jobber.

A clear-cut, well-defined jobber policy is outlined in the following letter from Lloyd M. Skinner, president of the Skinner Manufacturing Company of Omaha, nationally known manufacturers of macaroni products. It was sent to all the company's salesmen and brokers. It is reproduced here as an example of the sort of jobber policy which has been tried and found successful by one concern:

"As a general proposition, we are positive the way out for both regular wholesale grocers and grocery specialty manufacturers that wish to distribute their merchandise in the most economical way, is for the two to work together on an exclusive fifty-fifty basis.

"By a 'fifty-fifty basis' we mean that the manufacturer should have at every jobbing point but one wholesale grocer distributor, and he should not sell a case of his products to any other wholesale grocer at that jobbing point, and the wholesale grocer he works with in this way should not stock or fill an order on any other brand of merchandise in that manufacturer's line.

A Cooperative Plan

"The manufacturer should agree to sell with his own specialty salesmen for the account of the wholesale grocer, 50 per cent of the manufacturer's merchandise that the wholesale grocer buys, and the wholesale grocer, on the other hand, should agree to sell to the retail grocer trade with his own sales organization, 50 per cent of the manufacturer's merchandise which he purchases.

"We know from experience that when a manufacturer and a wholesale grocer work on this basis at any jobbing point, that neither of them need worry about competition, because it is a combination that you can't beat.

"Because of the quality of our merchandise and the fact that we have the only line of package macaroni products that is guaranteed by the manufacturer to be distributed in every market only through regular wholesale grocers, and thus offered to all retailers of groceries—large or small, chain stores, buying associations, etc.—on the same basis. At many jobbing points all wholesale grocers fill orders only on our products.

"These wholesale grocers who take this stand explain to their retail grocer customers that they take this stand because they want to show the individual retail grocers they stand 100 per cent back of the manufacturer, who is merchandising his products in a way that builds up and does not tear down the individual retail grocer business.

"Through their salesmen, talking our proposition to the retail grocer trade in this way, they of course build up their own business with the individual retail grocer, as well as the individual retail grocer business, which is the foundation of their business and ours.

"Where more than one wholesale grocer is giving you 100 per cent sales support and working with you on a fifty-fifty basis at any jobbing point, and so long as this arrangement is satisfactory to everyone concerned, all right and well. But at any jobbing point where you don't have a regular wholesale grocer working with you satisfactorily on a fifty-fifty basis and giving you real sales support, make an exclusive distributing arrangement with the best regular wholesale grocer you possibly can at that jobbing point on a fifty-fifty basis, as explained in this bulletin.

The Exclusive Arrangement Plan

"Understand that when you have made such an exclusive arrangement with any jobber, that you must carry your part of the load on this agreement and you must make it your business to see that the jobber carries his part, although we are frank to say we have never had any exclusive arrangement that didn't work out satisfactorily for everyone where the jobber started out wholeheartedly on a fifty-fifty basis, not stocking or filling any orders on any other brand of package

macaroni products, so long as we did not sell any other jobber any of our merchandise at his jobbing point.

"We have had exclusive arrangements which have not worked out satisfactorily, largely, we think, because they were not started out properly on such a fifty-fifty basis as we are describing.

"An exclusive arrangement with the jobber that does not give you 100 per cent support is a fool's arrangement, and should not be continued under any circumstances.

"I hate to think that any wholesale grocer at any jobbing point is so short-sighted or that any of our representatives is so weak that we cannot make an exclusive arrangement such as we explained, at any jobbing point in the United States.

When the Wholesaler Won't Play

"However, there are exceptions to all rules, and where such a fifty-fifty exclusive arrangement cannot be made, the thing to do is to work the retail grocer trade open, allowing your orders to fall where they will. As they will naturally fall to the wholesale grocer that handles your business on the smallest profit, if you work the retail grocer trade at this jobbing point aggressively, within a reasonable time some wholesale grocer will wake up and will want to hang on to his profit on his package macaroni business. He will be glad to arrange with you to give you real support on an exclusive fifty-fifty arrangement.

"The point is this: What you are interested in is sales support from the wholesale grocers on the retail grocer trade and to get this support you are glad to enter into an exclusive arrangement on a fifty-fifty basis. But where you cannot get aggressive sales support at any jobbing point and when you have to sell all our merchandise to the retail grocer trade at that point yourself, neither you nor we can fairly be blamed for not being interested in the wholesale grocer profits at this jobbing point.

"As we have instructed you many times, we don't want any of our salesmen to be a party to

giving away the profit of any wholesale grocer, but what jobbers themselves are willing to do at jobbing points where we are not getting aggressive sales support on our line, we do feel is no fault of

ours, particularly when we are not only willing but anxious to enter a fifty-fifty arrangement with any regular wholesale grocer at that jobbing point and protect him on his full profit on our line."

Holds Sales Conference Over Long Distance Telephone

J. C. LAWRENCE, president of the Faultless Rubber Company, Ashland, Ohio, recently demonstrated how an important sales conference could be conducted over 1,500 miles of telephone line.

Mr. Lawrence was scheduled to hold sales conferences in Memphis, Tennessee, January 7, and in Richmond, Virginia, January 9. But somewhere in the South he was held up by a railroad wreck. A whole day was lost from his flying schedule, making necessary the postponement of the conference in Memphis until January 8.

It was impossible for him to reach Richmond on the ninth, and he had to be in New York on Sunday, the tenth, yet the conference in Richmond had to be held, if possible, as salesmen had assembled from three states.

It was at this discouraging point that Mr. Lawrence decided to see what long distance could do for him. He got in touch with the Memphis Bell people, who quickly passed his case along to the proper officials in Atlanta, Chicago, and New York; and arrangements were made for him to talk from Chicago at 10 o'clock Saturday morning to the office of Richard Gwathmey & Company, Inc., in Richmond.

Arriving in Chicago at 9:45 a.m., Saturday, Mr. Lawrence went directly to the Blackstone Hotel. Promptly at 10 o'clock the circuits were ready and conversation was begun, Mr. Lawrence at Chicago explaining sales policies to his conferees and discussing with them inside trade information. The sales representatives at Richmond, each equipped with a telephone, interrupted now and then with pertinent questions and answers.

Asked what his impressions were after the forty-one minute talk, Mr. Lawrence said, "The exceptional service rendered has made it possible for our organization to give to one of the essential units in our distributing group rather dramatic proof of the fact that train wrecks and great distances need not be permitted to interfere with the keeping of our covenants. It was an unusual bit of trail blazing.

"The greatest value of a sales session of this kind comes when the men can interrupt with questions and be answered on the spot. In this instance it was not enough merely to keep the appointment with them by talking to them over the telephone, but it was also possible to clear up all questions and doubts in their minds and to give them certain very confidential information concerning competitors' products and prices.

"It is a wonderful thing for an organization like the American Telephone & Telegraph Company to demonstrate in this rather dramatic way that on less than twenty-four hours' notice it can function on a wholly new sort of problem in Memphis, New York, Richmond, Atlanta and Chicago, and have its machinery working perfectly."

Speaking for the long distance telephone people, one of the officials expressed much gratification that his system had been able to come to Mr. Lawrence's aid. "Of course," he added, "it was a highly exceptional case to handle. We were fortunate in being able to comply with our customer's wishes this time, but in some instances such a request might readily prove impracticable."

Why There Is so Little "We, Us & Co." Stuff In Our House Magazine

How The Miller Rubber Company Gathers Material for a House Magazine That Pays Its Own Way and Helps Sell

By *H. R. Baker*

Advertising and Sales Promotion Manager, Miller Rubber Co., Akron, Ohio

OUR company publishes a house magazine—notice I did not say a "house organ"—and we make it pay.

I don't believe we could make a "house organ" pay. My experience has been that house organs gratify an organization ego but fail to do any real good. Many a "house organ" is like a visiting relative—it comes regularly and is tolerated, but it isn't especially wanted.

When building our house magazine, we attempt to put enough valuable information in it to make it desired. We want our readers to look for its coming. And they do. We build the magazine for its readers, not solely for ourselves, but because it serves the reader, it serves us as well. Too many house organs are but player pianos with one tune—"Hurrah for our side. We're the berries."

Talk Profits to Readers

Now it is common experience that the man who forever is talking about himself isn't very popular. Polite people call him a bore. Those who are not polite are not so careful of their words. The man who is popular, however, is the one who can be interested in others as well as himself. We are guided by that thought in editing our magazine. Our dealers are our audience and the point of view or "angle" of every story is that of the dealer, not the factory.

Common observation also teaches us the best way to interest a man is to show him how he can profit more. In editing a house magazine we find the same thing to be true—that readers are interested most in what helps them to get ahead most quickly. That controls our editorial policy. Our one

idea is to help the dealer make more money.

Philanthropic? Not on your life! We admit we are brazenly selfish. But you ask, if we don't write about ourselves, how will we benefit?

Through indirect advertising, for one thing. But the big point is, if our dealers make more money, so will we. If they sell more of our products, we will cash in as well as they. And if they can make more money they will stay sold on our products.

What's In the Magazine

So we give our readers something worth reading. They are intelligent men—even as you and I. We admit it and give them credit for it. There is no need to be patronizing. We write our house magazines for them—not at them. And they read it because they find its information useful.

"How do you get sufficient material to make this genuinely interesting? You can't afford to hire a complete editorial staff," we are asked. It is not so difficult as it seems.

With an intelligent editor who has news sense and common sense, the task of building a magazine is simple. It is easy to get material of the right sort—business experiences of good tire merchants, merchandising practices that have proved successful, plans of well arranged tire stores, bookkeeping systems, service hints, general news of the trade, worthwhile editorials—in fact the very kind of material necessary for a good trade journal.

How do we get it? I have just said the editor must have news sense. A recent case illustrates the point.

In the course of a dinner conversation with a friend who had just returned from the Pacific Coast, he dropped this remark: "I stopped at one of those modern service stations—super service stations, they call them. Inside of an hour my car was washed, a mechanical difficulty corrected, and a damaged tire repaired. I noticed that they have a great number of super service stations in that district."

It was a commonplace remark not particularly impressive—but it suggested a story. Why not broadcast to all our dealers an article on how super service stations are making money for their managers?

We wrote our Los Angeles branch manager, and told him just what we desired: facts on the organization of a super service station, stressing the tire selling and repairing department, and how they built up business. We also suggested that he probably had such an establishment in mind just then that would make a good story, together with photographs.

Sources of Material

Subsequent events proved he had; the information and photos were sent and we wrote the story in our own office. Inside of a few weeks it appeared in our magazine.

Conversations with our salesmen, branch managers, and customers themselves furnish tips for stories. We always aim to get as many names in our stories as possible, and instruct our salesmen to submit material on merchandising methods, copies of sales letters, booklets, or other literature dealers prepare, photos of good window trims, etc. But we don't depend on them entirely. We write for a great portion of the material.

Most articles that appear in our publication are prepared in their finished form at the home office. The work is all done by the editor—who, by the way, has several other duties to perform besides writing the complete magazine and attending to its production every month, in spite of the fact that each magazine comprises approximately 25,000 words.

By this plan we have no cost for manuscript aside from the editor's salary. Photographs are purchased when ordered, but a large number of usable pictures that have been taken by hand cameras are submitted which, of course, entail no expenditure for us.

Costs of publishing a house magazine are not nearly so great as many may think. Actual quotations may be obtained from any printer when an outline of the proposed magazine is presented.

In building our house magazine nothing is left to chance. We have prepared a carefully thought-out plan which forms the foundation of every issue. We did this when we realized there was chance of having an overbalanced magazine otherwise.

Department Features

For instance: every magazine has an editorial page where worthwhile opinions are presented. An editorial page permits closer contact with readers than through the other pages. Since most tire merchants also have a repair department, we devote a page to the question of service and repair—questions and answers that prove helpful to the mechanic.

There is another page for short, snappy merchandising hints. We call them "Business Boosters," and present from eight to a dozen or even more every month. On this page we use illustrations wherever possible.

We manufacture a wide line of products. Therefore we devote a certain amount of space to advertising them, confining shop talk to these pages—except that we use news articles when announcing new products, etc., precisely as the average trade journal gives the latest news of the trade. Human interest or "feature" articles on

successful dealers prove inspirational and are well liked. We use several every month.

We devote some space to articles giving instruction or advice. These are written in light, interesting vein, but each drives home a lesson. We like to have two or three kinds of articles of this character in each issue. We find they "get across" better if we place them in the same position each month; by so doing readers learn to look for them.

If I were to give advice to firms contemplating the publication of a house organ I would say this:

Before you begin your first issue, make out a plan for your publication. Ask yourselves these questions: what is the purpose of the magazine? Is it purely a publicity scheme? Is it a combination of both? Or is it merely a good will magazine containing news of our organization's activities?

How to Build a Magazine

I will answer the last question first. If merely a good will magazine, fill it with employes' names, but use plenty of human interest articles on how to increase personal efficiency, how to cut down accidents, etc.

If the magazine is to be purely a publicity scheme, I would say "forget it." A person can buy one of the popular magazines which will really present enough interesting reading matter to keep him busy a week and at a cost of only five cents. You can't get a customer or prospect to wade through a lot of organization puff when he can get interesting reading so cheaply.

The ideal magazine is one which really presents something helpful to those who read it. Our magazine goes to our dealers. We believe, as I said before, that anything which will show them how to make more money will be interesting. If we were manufacturing factory equipment, we would publish a magazine that would present factory helps. If our line were lawn mowers, we would print a magazine giving good hardware shop kinks. A few pages of ads for our merchandise are sufficient. Our readers at all times are

conscious of who published the magazine. It isn't necessary to tell them about it in every sentence.

Summarizing our experiences, I would recommend these things as necessities in building a house magazine:

Work out a definite, well-balanced plan.

Present material that has actual worth.

Use photographs and plenty of names.

Write for your readers, not at them.

Substitute beefsteak for blah.

Don't insult the intelligence of your readers.

Remember a house magazine must compete with a lot of other literature to get attention. You must make it competitive.

Telephotographs Save Time and Expense

A striking example of the use of telephotographs is shown by the recent experience of a large industrial corporation. A conference of the executives of the business had been called to meet in New York to discuss an important contract. On the day prior to the conference it developed that the only obtainable copy of the contract was in San Francisco. To wait for a facsimile contract, sent by the fastest mail service, would have meant the loss of valuable time. But a telephotograph of the contract was sent from San Francisco to New York and delivered one hour before the meeting was held.

One of the large oil companies has found an important use for telephotographs in its accounting department. It is the monthly custom of the Pacific coast offices of this company to send their balance sheets to the offices in San Francisco. Here they are combined and a trial balance sheet sent to the main office of the company in New York City. This trial balance sheet is now sent by telephotograph, hastening its arrival at New York by at least three days. The company is thus able to issue its monthly financial statements several days earlier than formerly.

The Farm Journal

with the Biggest R. F. D. Circulation
in the Best Agricultural Counties
Influences More *Farmer-Buying-Power*
Than Any Other Publication

THE FARM JOURNAL not only has the largest circulation of all farm publications, but it has concentrated 75.5% of its circulation in those counties where 68.6% of the *farmer-buying-power* is located.

More farmers living on R. F. D. routes in the best agricultural

counties subscribe to The Farm Journal than to any other publication.

And you can reach more of these farmers who have the most money to spend, through the advertising pages of The Farm Journal at less cost per page per thousand than through any other medium.

The Farm Journal

first in the farm field

PHILADELPHIA NEW YORK BOSTON ATLANTA CHICAGO SEATTLE SAN FRANCISCO LOS ANGELES

We Don't Ask Bookkeepers to Sell; *Why Ask Salesmen to Keep Books?*

Why One Sales Manager Stopped Quarreling With His Men Because
the Reports and Orders Didn't Look Like Auditors' Statements

As Told by an Indianapolis Sales Manager to

Maxwell Droke

LAST week I celebrated my tenth anniversary as sales manager of this concern and concluded what has proved, in all respects, the most satisfactory year in my experience.

For nine long years I struggled to reform and systematize that cross-section of humanity known as the genus salesman. Maybe other sales managers have been able to make a go of the job. I don't know. But I frankly confess my failure.

Battling Against Chaos

At our sales convention a year ago I told our men that I had adopted a radically different policy. I was through crabbing about details. "I've come to the conclusion that the business of a salesman is to sell goods," I told them. "If your sales record keeps up to par, you won't hear any kicks out of me. I'm through trying to make ready letter writers, expert penmen, and certified public accountants out of the best bunch of salesmen any house ever had. You fellows get the business in—and we'll get it out! Make out your orders on wrapping paper if you want to—but keep them coming!"

Now let me tell you some of the experiences that led up to this decision:

To begin with, our line—pharmaceuticals—is decidedly complicated. We manufacture hundreds of items. The first week I took hold here I began battling to get our road men to make out orders with some semblance of system—listing all of the products of a general classification together, instead of skipping about promiscuously. Sounds simple enough—but just try it!

Time after time I've had men in the office, and handed it to them straight and strong—showing them the importance of system—how much time it saves in filling orders; cuts down errors and all that sort of thing.

But what did it get me? Well, candidly, a little less than nothing at all. The salesman would promise with tears welling up in his eyes to lead a better, nobler life, and make out his orders according to the rule book. And maybe he would reform for a day or so. Then back at the old tricks again.

I recall particularly one bright youngster who had two years' training in our shipping department, before we gave him a territory. A hundred times I've heard him crabbing about the slipshod way our men turned in orders, and the extra work their carelessness forced upon him. And bless Pat, if he didn't go right out on the road, and make all of the mistakes he had kicked so strenuously about—and even went to the point of inventing some new ones to aggravate his successors in the shipping room.

We Install a Checking Clerk

Honestly, it almost seems sometimes that a salesman takes diabolical delight in confounding the home office, and making it as difficult as possible for us to dig the necessary information out of orders and reports.

I recall an instance where one of our men sent in a lengthy report on the stationery of a Marion, Indiana, hotel. (He had neglected to order a pad of report forms until the day before his supply was exhausted!) When we began to check up we couldn't find a single

one of the firms referred to in the report listed in the Marion district, and it was a couple of hours before we finally deduced that this particular report covered the city of Wabash.

* * * * *

There was a time when I would have used up a lot of energy lecturing the perpetrator of this careless stunt. But never again! "Life is short, and time is fleeting," as the poet says, or something to that general effect, anyway. And as I remarked at the outset of this article, I am through!

Importance of Correct Details

Instead, we have taken steps to lick this situation from the inside. We have installed a checking department, under the direction of a young man who is a hound for detail. Every order and report goes direct to this department to be shaped up in some semblance of form. The orders are recopied systematically, and turned over to the shipping department, in a form that assures speedy handling. Names, initials, street addresses, and instructions as to routing shipments, all are verified with utmost care. Special instructions and notations on reports are thoroughly digested, and the information passed along to the proper departments. In short, the checking department is charged with the responsibility of handling the detail that it seems to be only human nature for a salesman to slight or side-step.

The detail of verifying names and initials I personally regard as a matter of prime importance. You know how unfavorably you react to the firm that spells your name

(Continued on page 466)

Purchasing Methods That May Violate the Anti-Trust Laws

Buying as Well as Selling Policies Are Subject to Government Scrutiny Under the Anti-Trust Laws

The Sixth of a Series of Articles

By *Gilbert H. Montague*
of the New York Bar

AS I have said before in the course of these articles—and as we shall see illustrated again and again—the provisions of the anti-trust laws are not aimed at specific practices, but at the effects which follow, or are likely to follow, as a result of the practices. That is a distinction which must be clearly perceived in order to gain any clear understanding of the problems involved in complying with the law.

Much of the bewilderment which business men often feel in approaching the subject is due to their failure to grasp that distinction, and a good deal of the fear and antagonism displayed against the anti-trust laws in general is due to the same thing. It is the resulting restraint of trade, or stifling of competition, that the law is designed to prevent, and not the employment of the particular means by which it is hoped to gain a trade advantage. Even the Federal Trade Commission, with the broadest possible authority to prevent "unfair methods of competition," has no power to act except where the practices result in material injury to the public interest or the public welfare.

Why Opinions Are Dissenting

Thus we shall see as we go along, repeated instances where the courts have condemned certain practices in one set of circumstances, and have declared the same practices to be lawful in a slightly different set of circumstances. To the business man this may seem contradictory and arbitrary. At the very least it is likely to be puzzling—if he does not grasp the distinction that I have referred to above.

The fact is, of course, that with very few exceptions, all of the practices on our list are in themselves perfectly lawful, and when standing alone are not open to question by the courts or by anybody else. All of them, however, without a single exception, are equally unlawful when they result in restraint of trade or tend to create a monopoly. If either of those results is accomplished, or seems likely to be accomplished, the whole combination of practices by which it is produced will be condemned. Whence it comes about that there is often an apparent inconsistency in court decisions relating to specific enterprises that are outwardly quite similar, and there is also often a marked division of opinion among members of the same tribunal. Dissenting opinions are frequent in cases under these laws; not only by members of the Federal Trade Commission, but by justices of the highest courts as well.

When Practices Are Illegal

There are many instances in which a Circuit Court of Appeals has taken a position diametrically opposed to that of the District Court, and the Supreme Court has rendered a divided opinion; the majority holding that the District Court's view of the matter was correct, or vice versa, and a minority taking the opposite view. All of which is likely to be confusing from the standpoint of the business man who wishes to keep his activities well within the law, and who naturally turns to the record of court decisions as a guide.

Now it is very easy to criticize the courts and the government for these differences of opinion, but it

is very difficult to see how they can be avoided. The question as to whether or not a given combination of practices is likely to result in monopoly or restraint of trade is almost always a matter of opinion, and very seldom a question of fact. Judges and trade commissioners are human beings; they have their individual backgrounds of experience, their personal beliefs and natural prejudices. They vary according to temperament as all men do. Under such conditions, differences in viewpoint or interpretation are almost inevitable among three or five or nine individuals, and these differences as inevitably lead to differences of opinion.

Unlawful Purchasing Policies

Furthermore, it is necessary to remember that conditions are continually changing, and a practice which may have been deemed lawful a dozen years ago might not be tolerated today, simply because the surrounding circumstances had changed to such an extent as to make its harmful effects obvious.

The business man, then, who is considering whether or not to adopt a certain practice must consider it from the standpoint of its effect upon the trade or the industry as a whole, and also in its relationship to the business as a whole; not merely as an isolated event standing alone.

The sales executive who wishes to keep absolutely clear of any possible conflicts with the law must include within the scope of his vision not merely those practices which have to do with sales specifically, but all the practices of the concerns which involve the setting up of relationships with

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others. Policies with respect to the purchase (not the sale) of materials or merchandise, for example, have frequently come under the scrutiny of the government and the courts, and have been condemned as unlawful restraints of trade.

Purchasing policies do not, as a rule, come under the jurisdiction of the sales executive, or at least are likely not to be directly related to his end of the business. None the less, it is important for him to note that purchasing methods which tend to restrict or harass competitors, or to monopolize any material or necessary supply, are as likely to violate the anti-trust laws as if they were specifically selling practices.

For example, the practice of buying materials or supplies on condition that the manufacturer or dealer will refuse to sell to competitors. This is merely the "reverse English" on Section 3 of the Clayton Act which prohibits the sale of goods on condition that the buyer will not deal in the goods of a competitor, where the effect is to "substantially lessen competition or tend to create a monopoly."

Declining Price Guarantees

Most of the cases under this head are cases involving the sale of goods, rather than the purchase of goods, and we will discuss them in some detail later on, when we come to the general subject of "tying contracts." It is not difficult to see, however, how this practice may merit condemnation, when it is carried to such an extent as to prevent competitors from getting supplies of some necessary material, or shutting them off from the most convenient or the cheapest source of supply. Under such conditions, a contract of this character is clearly enough a violation of the Sherman Act's provisions against contracts or agreements in restraint of trade.

Another purchasing practice that has engaged the attention of the government from time to time, is that of coercing manufacturers to guarantee against a decline in price. There is, for example, a group of actions brought by the Federal Trade Commission against

a number of different wholesale grocers' associations, charging them with conspiracy to refuse to buy from manufacturers unless the latter would guarantee them against price declines during a certain period.

In plain terms this meant, of course, that if the price declined during the period, the manufacturer would agree to rebate an amount equal to the difference between the old and the new prices. Generally speaking, the coercion was exercised by means of a "blacklist"—the circulation among members of the names of those manufacturers that refused the guarantee. Orders to cease and desist were issued in two cases, and later cases were dismissed on stipulation that the practice had been discontinued.

Bidding Up the Price

Note if you please, however, that in the foregoing cases it was the conspiracy to force compliance that was illegal, and not the contracts themselves. There is nothing in those cases to indicate that it is unlawful for an individual concern, acting alone, to buy goods on a contract guaranteeing the purchaser against a decline in the price. If the manufacturer is willing to sell on such terms, well and good.

But the moment the buyer begins to conspire with others (or to "co-operate," if the word suits you better) to force the seller to enter into such contracts, the border line of technical illegality is crossed. The circulation of information regarding prices, terms, and parties dealt with, has frequently figured as evidence of a conspiracy to restrain trade. We shall hear considerably more about this when we come to the subject of trade association activities.

Another purchasing practice that has engaged the attention of the authorities is that of bidding up the price of commodities, and paying excessive prices for the time being in order to embarrass competitors. The Federal Trade Commission alone has filed formal complaints based on this practice in no less than eight cases, and has issued orders to cease and desist in two instances.

The idea that a concern can get into trouble for paying too much for its materials or supplies may strike the reader as fantastic, but under certain circumstances it is likely to prove dangerous. It is not difficult to see that this practice might have a serious effect upon the smaller and weaker competitors of a concern that was strong enough to bid up the price of an essential commodity, and to keep it there for an indefinite period.

And when, as happened in the two cases condemned by the trade commission, the policy is carried out as part of a mutual understanding between two or more of the stronger concerns in the field, it is hardly necessary to point out the element of danger.

The practice of buying up the stocks of competitors' goods that are in the hands of distributors or agents has also figured in some of the cases, in combination with other practices tending to restrict or injure the business of competitors. A cease and desist order was issued by the Federal Trade Commission, for example, in the case of a manufacturer of dye soap who was carrying on this practice in combination with false representations of suits for unfair competition and other acts designed to injure the standing of competing goods.

This is rather closely related, of course, to some of the practices followed in connection with the disposal of second-hand machinery or equipment that has been accepted on a "trade-in" basis. It will be discussed in greater detail later, when we come to the general subject of disparagement of competitors and competing products.

Mr. Montague's next article will take up the subject of price discriminations, including quantity discounts, freight allowances, classifications of customers, etc.—EDITOR.

The Frank B. White Company, of Chicago, has been appointed sales and advertising counsel for the Smith Incubator Company, of Cleveland, Ohio. The campaign embraces poultry and farm papers, newspapers, direct mail and other advertising mediums.

Jobbers' Position Strengthened, Says President of Butler Brothers

Changing Buying Methods, More Small Stores, Better Independent Merchants, Point to Bigger Sales by All Jobbers, Is Opinion of

Frank S. Cunningham

President, Butler Brothers, Chicago

SINCE the world war changes in the field of distribution which had been at work for more than two decades have become so conspicuous that their effect on the jobbing business has been much discussed.

The inference sometimes drawn that the jobber is less essential than heretofore is completely beside the mark. The literal truth is that the tendency of retail merchants to operate with smaller stocks and work for a higher merchandise "turn," makes the jobber more indispensable in the scheme of distribution than before. So far as our part of the jobbing business is concerned, the net result of the evolutionary changes now in process, has been to put within our reach an opportunity for larger volume and profit than were available to us under the old conditions.

The much-talked-about drift of population from country to city, has not reduced the number of independent retail stores nor their total volume of business.

Of so-called "country stores" there are doubtless somewhat fewer than there were ten years ago. But there are very many more small and medium sized stores in the cities.

The congestion in metropolitan centers, making shopping in the downtown stores difficult and uncomfortable, is patent to all. Not all may be aware that as a result of this congestion, new trading centers are springing up in the outlying districts of all cities, and that in such centers small retail

This article is part of President Cunningham's 1926 message to the stockholders of Butler Brothers, whose wholesale mail order houses are located in Chicago, New York, St. Louis, Dallas, and Minneapolis.

In it he points out reasons why the jobbing business will continue to grow, and why the chain stores are not replacing independent stores as fast as some authorities claim. His reasons are:

1. The increase in small and medium-sized stores in cities.
2. The trend of retail buying towards the suburbs of cities.
3. Improvement in merchandising methods of smaller merchants.
4. Continued buying in small quantities to insure quick turnover.

stores are opening in great numbers.

This tendency is not confined to metropolitan cities. It is going on all over the country in cities of all sizes down to a population of 20,000, and even smaller.

Incidentally, I may say that the number of independent retail stores on our mailing lists has shown a steady growth every year without exception.

Pity spent on the country merchant is in the main pity wasted. If good roads run from the small town to the county seat, they also run from the county seat to the small town, where rent and overhead are low and parking space for automobiles ample.

All over the country individual small merchants are profiting by the competition of chain stores and department stores. They are gaining, not losing. They are becoming better merchants. They run clean, orderly stores, sell up-to-date merchandise, meet competition on

prices, give service such as the big stores cannot give, and make a gratifying net profit. The number of such stores is growing year by year.

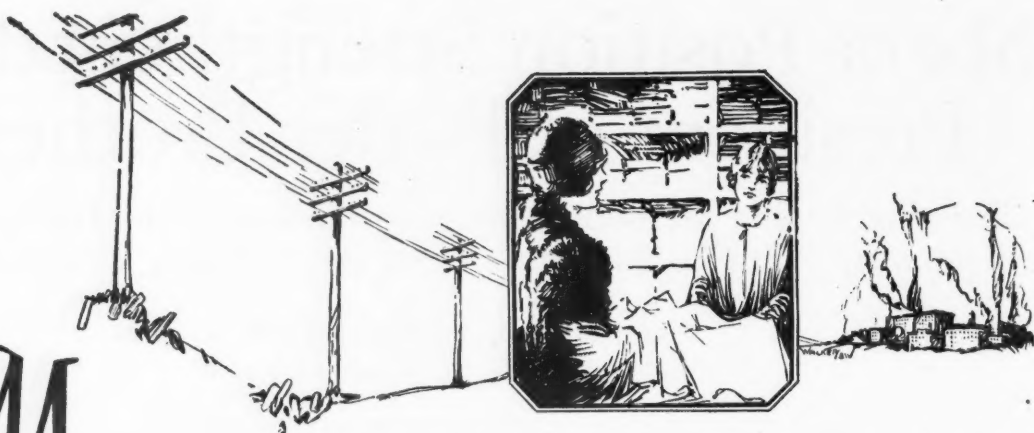
It is often assumed that all the advantages are on the side of the chain store. This is not the case. An independent store should be better run than any chain store, because it is run by the man who owns it, not by the representative of a huge alien corporation. The independent store reflects its owner's personality. Its expenses are low. It has no central overhead to carry. It bears no burden

of high dividends. Its owner is not bound by rigid printed instructions. He is free to meet conditions as they arise. The people he serves are his neighbors. Because he is one of them he can better understand and interpret their needs. Other things being equal, the public will gladly give his store the preference.

The independent merchant is learning how to meet the competition of the retail mail order houses. In proportion as the retailers of a community become better merchants, the share of business sent away by mail grows smaller.

The environment of the retail business has changed and is changing. It has not been easy to adapt old methods to new conditions. But the independent retailer is learning in the hard school of experience. It is our belief that in the future the independent store will secure an enlarging and not

(Continued on page 456)



Merchandise By Wire!

the order of Modern Selling

Atlanta Offers YOU

TRANSPORTATION—Eight strong railroad systems. A semi-circle of ports with adequate coast-wise and export shipping.

LABOR—Intelligent, adaptable Anglo-Saxon people, free from the unreasonable attitude which elsewhere has so seriously hampered production and raised costs.

RAW MATERIAL—25 of the 26 industrial minerals in commercial quantity. Cotton, Lumber and other important materials are all close by.

POWER—Hydro electric lines serving the area at rates lower, with one exception, than any other industrial center in the United States.

FUEL—Coal, fuel oils, and wood in good supply at moderate prices.

WATER—Soft, and useful in its natural state.

SITES—Plentiful locations on railroads, accessible to Labor, Power, Water, etc.

WAREHOUSING—Adequate space, well located for reshipment or city delivery.

FINANCIAL RESOURCES—Headquarters Sixth Federal Reserve District. 23 Banks and Trust Companies with resources more than two hundred millions.

OFFICE FACILITIES—Plentiful supply. Rents moderate. Many modern buildings.

COST OF LIVING—Estimated by National Industrial Conference Board 7.5% below average for the country. One of the seven low cities in this respect.

SOCIAL ASPECTS—Schools, churches, hospitals, parks, playgrounds and all recreation excellent. Famous as a sport center—Golf, etc. City of trees, lawns and open spaces.

CLIMATE—Altitude of 1050 feet above Sea Level makes for health. No extremes of heat or cold.

No State Income Tax
No State Inheritance Tax

THIS country has developed beyond the point of patience with long-haul selling methods. The merchandising groups have changed their policies; the producing groups must do likewise—or quit!

No longer can the producer sit many hundreds of miles from his markets, demand six-months delivery datings, and hope to succeed in the face of competition with its branch plants intelligently placed, its salesmen an overnight jump away.

Look at the Textile Industry, the Shoe Industry—and others. Industry is decentralizing. Sections are being served from close by—and can never again be satisfied with the old long-range methods.

560 nationally known organizations already are serving the South from Atlanta.

Some with branch offices, warehouses, assembly plants—and a number with full-blown factories, busily working to satisfy the needs of a waiting market.

Atlanta is the financial and transportation center of an area that is rich in resources, and growing amazingly. Here industry finds economies in labor, power and raw material costs which no business man can afford to ignore.

Get the facts! The Industrial Bureau of Atlanta is prepared to supply complete and detailed data on which industry can base its decisions. Not a cut-and-dried mass of statistics, but a special, confidential survey—made in each case specifically to answer the questions of each separate company that is interested.

Ask for a special report for your business.

Write to the **INDUSTRIAL BUREAU**
402, Chamber of Commerce

ATLANTA

INDUSTRIAL HEADQUARTERS OF THE

SOUTH





Printed Things



A DEPARTMENT DEALING WITH THE PREPARATION
AND DISTRIBUTION OF BETTER SALES LITERATURE

MARCH 20, 1926

Quality to Build Confidence

"THE consumer is always quick to discern any discrepancy between the quality of advertising and the quality of the merchandise, and is always unfavorably impressed by any difference between the two," says W. T. Hewetson, publicity manager, of Garard & Company.

"Quality is worth its price," is the slogan of this organization. This slogan is not of the ordinary one-way type, however; it applies to the materials the company buys as well as to the bonds it sells. Too frequently the slogans that tell the world that quality is the watchword of this or that concern are forgotten when the advertising buyer gets out the proverbial "sharp pencil."

Garard & Company believe that quality advertising is an important factor in promoting the sale of quality merchandise. As stated by Mr. Hewetson, they believe that there is an

unfavorable reaction on the buyer's part to cheap, penny-wise sales literature on genuine quality products in the same way that the "prospect" becomes suspicious of impressive, expensive literature promoting the sale of get-rich-quick securities or conveying the

impression of quality in products where quality does not exist.

"We carry out the spirit of our slogan in our business from top to bottom," says Mr. Hewetson. "We spare no expense in the making of our bonds—every detail is sub-

We employ the best salesmen available and we back them up with sales literature as good as the bonds they sell."

An examination of the exhibits shown on this page reveals how Garard & Company put quality into their literature. The institutional booklet entitled "Garard & Company, A Dependable Investment House," carries the required dignity that is important to every concern, and particularly to a financial house. It inspires confidence through its plain statements regarding the history of the company, its officers, banking connections, and operations. Then, it brings the individual salesmen into the picture by reproducing their photographs, so that the buyer may become better acquainted with the salesman who calls upon him. Although this booklet is designed as an institutional piece for an investment house, the plan behind it may be



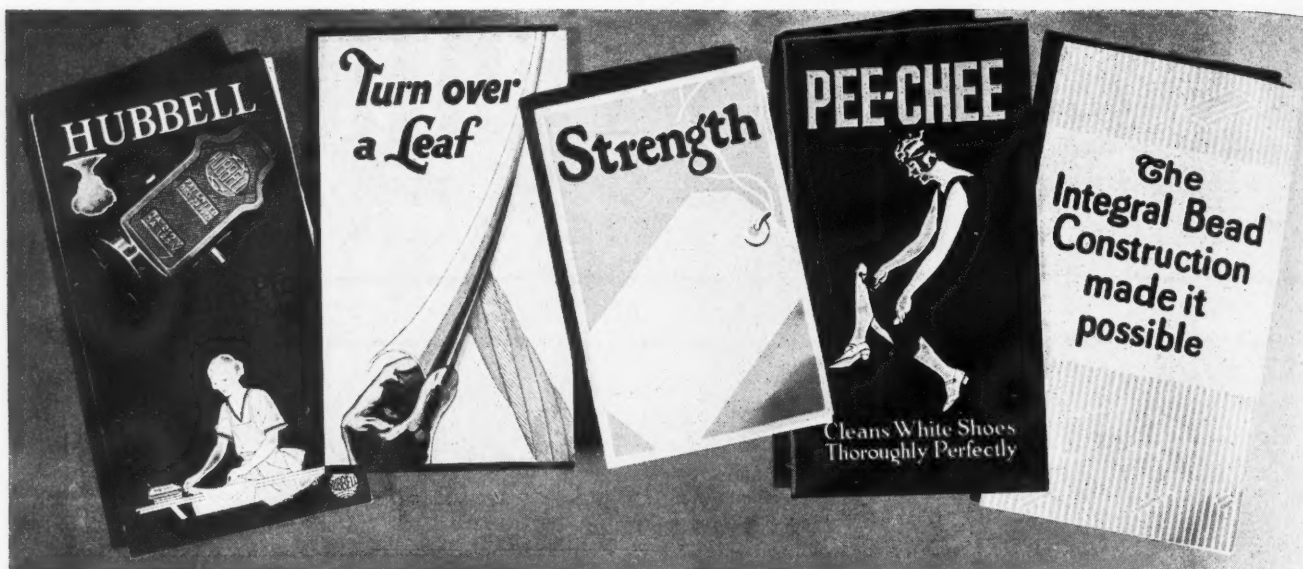
Garard & Company uses sales literature of the highest quality to reflect the quality and stability of its investment offerings. Its house organ, booklets, mailing pieces, and letters are representative of the dignity and strength which manufacturers as well as banks and bond houses should impress upon buyers.

jected to the closest scrutiny by experts of the highest standing. This policy extends to our publicity. Every pamphlet, booklet and circular sent out by this house is as good as we can make it by using the services of the best artists, engravers, and printers obtainable.

used effectively by concerns in any line of business.

The company includes in its sales promotion literature several pieces of the "useful" or good-will-building variety. One of these, entitled "Planning for Success,"

(Continued on page 447)



THE COVER DESIGNS ON THESE FOLDERS SHOW HOW CONTRAST AND WHITE SPACE MAY BE USED TO CATCH THE BUYER'S EYE AND GET HIM TO TURN TO THE INSIDE PAGES.

Getting Them Inside the "Big Top"

"STEP up, ladies and gentlemen, and see the wonder of the age," cries the barker in the tall hat and long coat at the entrance to the "big top." "Turn the cover, Mr. or Mrs. Reader, and see what we have for you," cries the cover design on the booklet, folder, or catalog.

The ballyhoo artist hints at the pleasures or wonders inside, and thereby arouses the curiosity of the crowd and draws it past the entrance and into the tent. The effective cover design arouses interest which carries the reader behind the cover and into the real sales story.

In many cases, where the catalog or brochure or booklet runs into a large expenditure, the matter of selecting a title and cover design is given very careful consideration. All too frequently the effort fails because too much emphasis is placed on making the combination of title and design a clever one, with the result that the reader misses the point and the appeal to his curiosity or interest is materially weakened.

When the piece under consideration is merely a small folder or envelope stuffer, frequently too little attention is given to the selection of an effective title or cover illustration. The result is that

many of these smaller pieces are never read and the cost of preparing them is wasted.

The five folders shown above illustrate the possibilities of attention getting titles and front page

designs for literature of this type. None of them are what might be called clever. None of them are costly in the way of art work, engraving, or printing. Yet, there

(Continued on page 449)

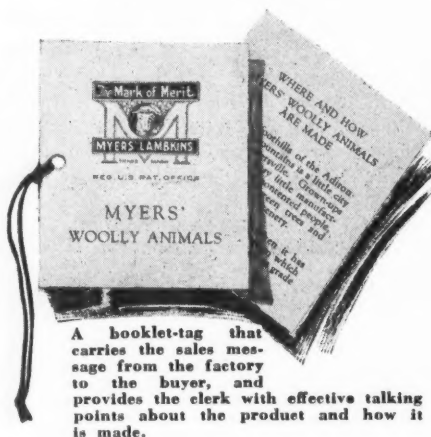
The Tag That Grew Into a Booklet-Tag

THE Leonard Myers Company, of Gloversville, New York, manufactures stuffed animals for

retail clerks in the proper telling of this sales story confronted the Myers Company in exactly the same way that it affects other manufacturers. The company worked out a successful solution to this problem which can be adapted to other products and other lines of business.

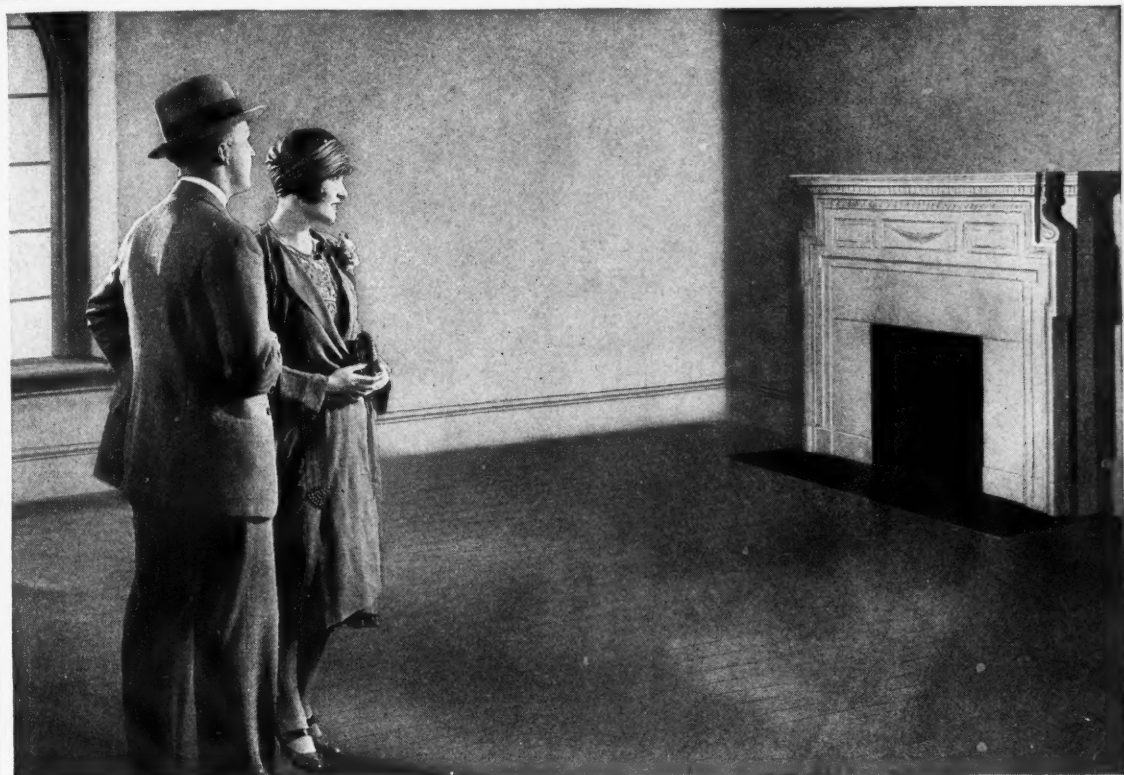
The identification of the product is an important matter, especially when it is sold through retail department stores and specialty shops far beyond the direct control of the maker. Myers' woolly animals cannot be stamped, labeled, or painted with a trademark without detracting from their attractive appearance. Therefore, it was decided to identify the product by means of a small tag which could be removed after the buyer made his selection. An ordinary

(Continued on page 450)



A booklet-tag that carries the sales message from the factory to the buyer, and provides the clerk with effective talking points about the product and how it is made.

children's toys. There is a real sales story behind the quality of the materials that are used and the care with which these toys are made. The problem of educating



Houses are bought EMPTY

*The new owners must buy
many things they never
thought of needing before*

THE man who buys a house for the first time finds a vast new field in which he must have specific information. Goods and brand names that formerly meant nothing take on a sharp new significance.

What is the best roofing? Who makes the good furnaces? What gas stove to buy? Hinges, door-knobs, wall-paper, woodwork, plumbing, paint—all kinds of things that go into the building of a house loom up as something one must know about.

And the house must be furnished. Rugs, a piano, an ice-box, lamps, chairs, tables, beds, clocks, a kitchen cabinet—there are too many to name, but nearly all of them must be bought.

Which are the fine ones? Which are the good ones? The new house-holders must spend their money wisely. They want all the information they can get. Man and wife will read all the booklets they receive. They will thumb over catalogs and study pictures, and they will try to remember everything they

YOUR CUSTOMER IN THE MAKING

The big events in every life are more or less unexpected. Building booms do not come because people have been planning to buy homes for years. They come because a number of people suddenly find they must buy or build at once.

Your customer of next year may not realize today how near he is to needing your wares. But you know. And your printer can help you spread the messages that will bring this suddenly maturing business to your doors.

ever read and everything they were ever told about all the things that they must buy.

To people about to buy something they know little about, the printed

booklet is a blessing. People do not think of this printing as "Advertising." It is information that they want. That is why the good printer who is able to prepare good printed pieces is one of the greatest forces that you can use to build your business.

**To sales managers, advertising men,
printers, and buyers of printing**

The production of printed pieces that contain all the elements of success is dependent upon the recognition of certain well-defined principles.

These principles are laid down, discussed and illustrated in a series of books to be issued by the S. D. Warren Company during 1926. Copies of these books, as issued, may be obtained without cost from any paper merchant who sells Warren's Standard Printing Papers or direct from us. S. D. Warren Co., 101 Milk Street, Boston, Massachusetts.

WARREN'S STANDARD PRINTING PAPERS

*Warren's Standard Printing Papers are tested for qualities required
in printing, folding, and binding*

**(better paper
better printing)**



This mailing piece carries (1) a sample of the product, (2) suggestions for its use, (3) a letter describing its qualities, and (4) a list of stock sizes. An effective sales message which travels at 1½-cent fare.

A Shape That Adds to Word and Picture

DIE-CUT shapes in sales literature attract attention because they are out of the ordinary. Most special shapes, however, necessitate extra expense for dies and die-cutting. At the same time, their value usually lies in their oddity of form rather than in the fact that they add to the sales power of word or picture.

The Caterpillar Tractor Company makes use of a shape which the geometry text-books call a "parallelogram" to give a mailing piece on the Caterpillar Tractor an out-of-the-ordinary shape which helps to signify the caterpillar action and the surge of power that carries the tractor up steep hills.

While this is a special shape, it is not necessary to make up a special die to cut it for it is simply cut on the "bias" on an ordinary paper cutting machine. In this way, a special effect is secured without added cost.

The shape of this piece seems to push to the right. The effect is increased by having all the tractors in the illustrations pulling in the same direction, traveling uphill. A line in caterpillar-like

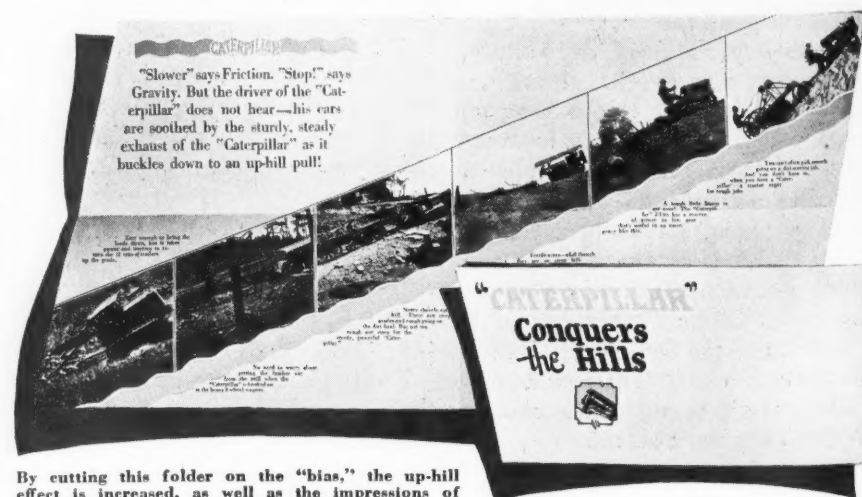
A Mailing Piece That Takes Four Steps in One

THE Compo-Board Company reports that approximately 38 per cent of the inquiries received are sold through the use of the effective mailing piece shown above. The reason for this unusual record is that this single mailing unit takes four definite steps toward the sale without wasting space on unessential or confusing details.

In the first place, the primary object of the buyer in making inquiry regarding the product is to find out what it is like in size, form, and physical qualities. This requirement is filled by including a small sample of Compo-Board, pasted to the sheet of sales literature.

Next, the inquirer wants to know how and where Compo-Board can be used. His questions are answered by a series of illustrations showing the many uses for this product and suggesting many other applications.

Other information which the inquirer seeks concerns the qualities of the material which will enable it to give long service. A

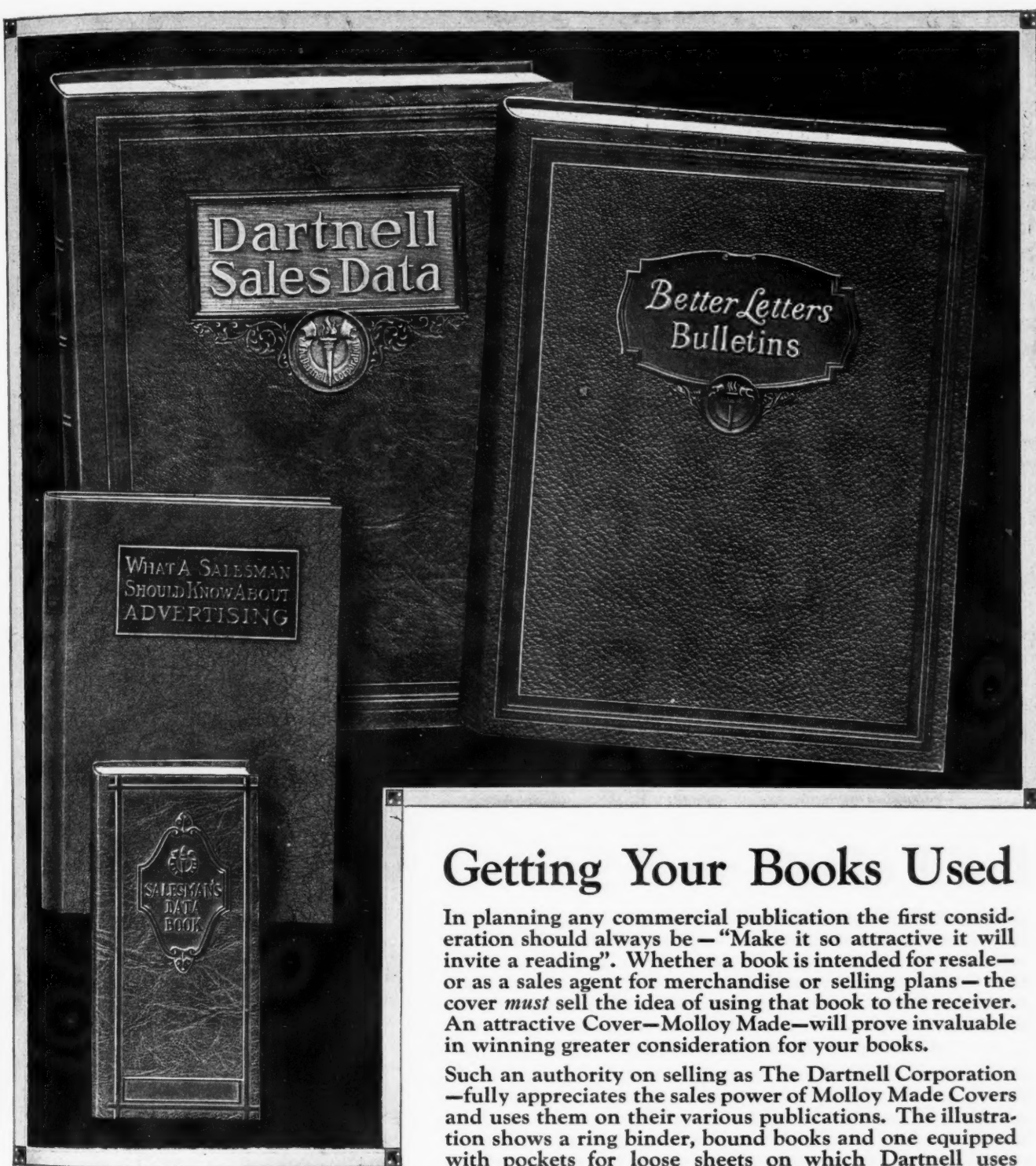


By cutting this folder on the "bias," the up-hill effect is increased, as well as the impressions of caterpillar action.

miniature letter enclosed in the mailing piece points out that Compo-Board is light, strong,

(Continued on page 449)

waves is carried diagonally across the open spread of this piece in a broad band of color, signifying the movement of the tractor.



*There is a
Molloy Made
Cover for
Every Purpose!*

Getting Your Books Used

In planning any commercial publication the first consideration should always be—"Make it so attractive it will invite a reading". Whether a book is intended for resale—or as a sales agent for merchandise or selling plans—the cover *must* sell the idea of using that book to the receiver. An attractive Cover—Molloy Made—will prove invaluable in winning greater consideration for your books.

Such an authority on selling as The Dartnell Corporation—fully appreciates the sales power of Molloy Made Covers and uses them on their various publications. The illustration shows a ring binder, bound books and one equipped with pockets for loose sheets on which Dartnell uses Molloy Made Covers to win attention.

Regardless of what your publications are a Molloy Made Cover can be built at a reasonable cost to give it greater selling power. Tell us your plans and give us an opportunity to show you how we can assist you in winning sales. It will be a pleasure to offer our suggestions and—there is no obligation of any kind.

MOLLOY MADE

THE DAVID J. MOLLOY COMPANY

2869 North Western Avenue
Chicago, Illinois



Offices in:
New York, St. Louis, Boston,
Philadelphia and Minneapolis

Setting the Stage for a Sales Story

IN a booklet entitled, "Now Playing—A Born Success," M. Born and Company of Chicago have been unusually successful in dramatizing an effective sales story. The cover illustration suggests the theater by showing a crowd at the entrance to a playhouse with the title of the booklet picked out in electric lights a-la-Broadway.

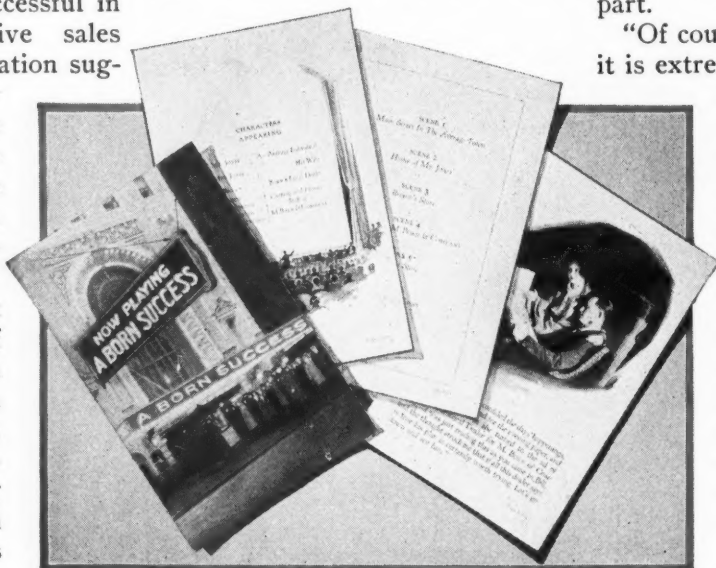
The inside pages start off with the cast of characters in regulation theatrical style, with a synopsis of the scenes in the story. This is followed by the running story which begins with the principal characters looking at the advertisements in the newspaper prior to buying a new suit. Each step in the sale is illustrated by posing the characters to indicate the various situations. All the illustrations

are photographic and the same models are used throughout, giving the illustrations the same

story has a happy ending for the "hero" makes a success in which good clothes play an important part.

"Of course, you may realize that it is extremely difficult to measure results in dollars and cents," writes Wm. Klaas, sales manager, M. Born and Company, "but we have received more comments on the booklet than we have received on any piece of advertising we have ever sent out."

Many pieces of direct mail advertising fail because they start off on one tack and wind up on another. The shortest way to the sale is the straight line that is followed when the course is first decided upon and then is traveled without any deviation from the basic plan. M. Born & Company adopted this course and followed it through.



All the steps in the sale from signing the order to delivery and satisfactory use are dramatized in this "production" by M. Born & Company. The pages shown above illustrate how the atmosphere of the theater has been created and carried out.

continuity as a moving picture or play in true theatrical style. Like most plays and movies, the

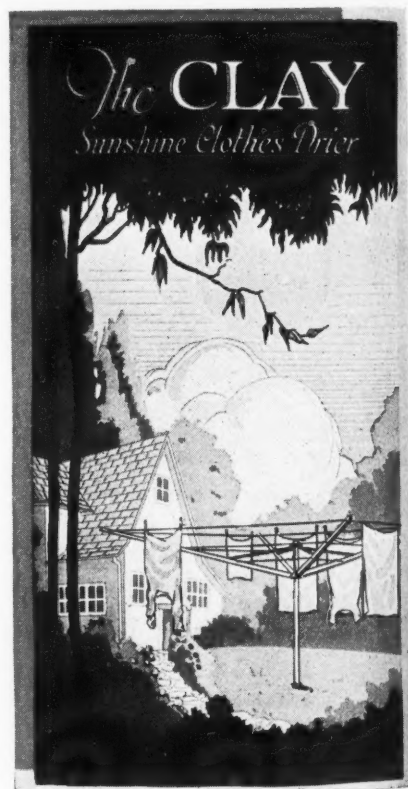
A Folder That Draws Cash With Order

THE Iowa Gate Company, Inc., makes and sells the Clay Sunshine Clothes Drier. Selling this device, particularly in territories where the concern has no dealers, is not an easy task for several reasons. In the first place, the company name cannot be said to have any special appeal to the buyer since it signifies that the clothes drier is simply a side line. In the second place, this is a household utility with high price resistance and it requires real selling to get the buyer to part with a price at least four to five times the cost of an ordinary clothes line and post.

This is the job that the folder shown here does so thoroughly that the buyer sends his cash with the order in many cases where there is no dealer handy. Printed

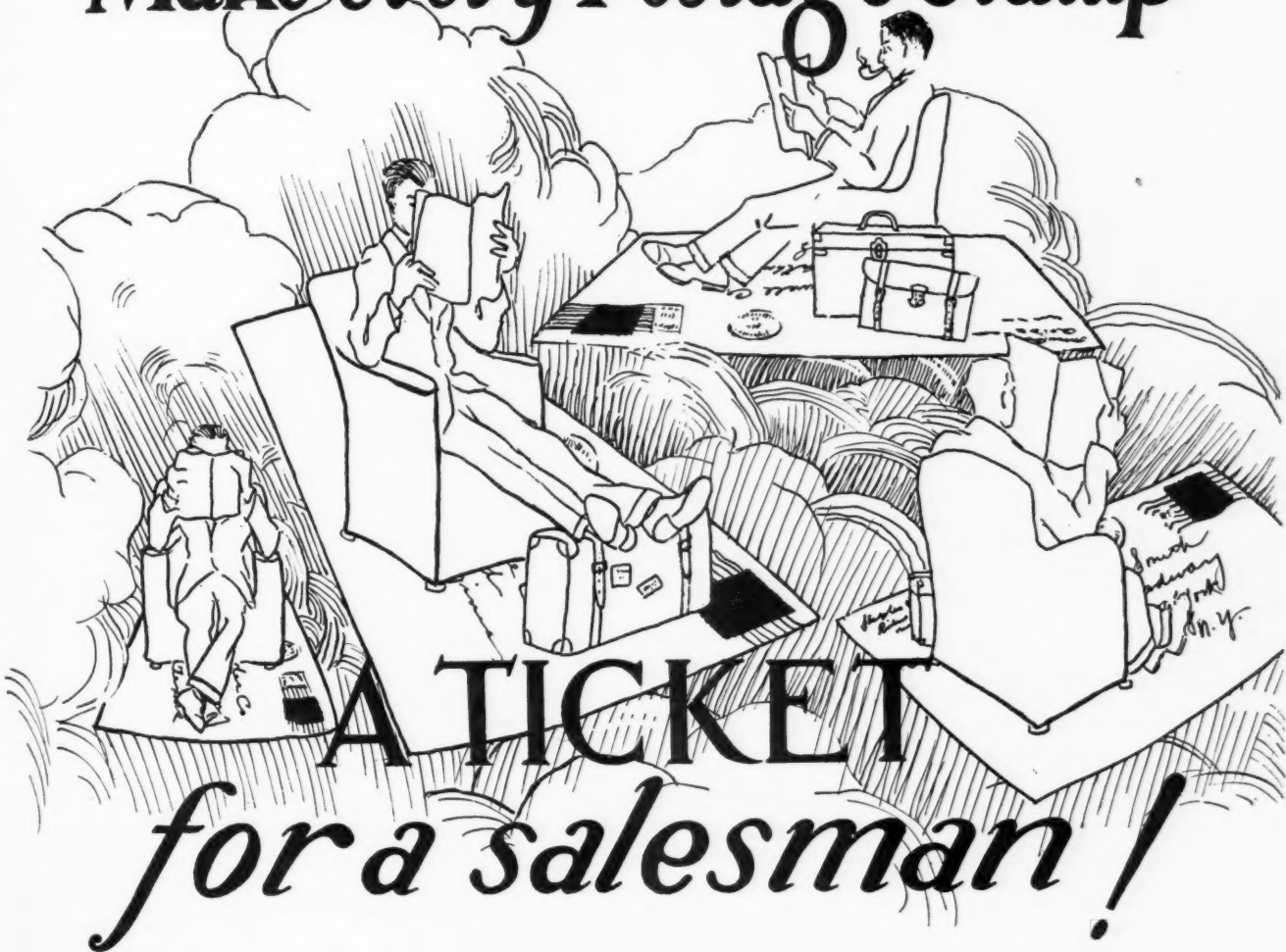
in bright, fresh colors, it attracts the eye right at the start. Plentifully sprinkled with testimonials, it proves its own sales arguments. The illustrations clearly show the construction and operation of the product and the convenience of using one.

The folder is used as an enclosure with a series of sales letters sent in response to inquiries. As reported by J. B. Clay, president of the company, 3,300 inquiries were handled last year of which approximately 40 per cent were sent to dealer distributors for follow-up. Of the remaining 60 per cent to whom the series of sales letters with the folder was mailed direct from the factory, 13 per cent were turned into sales. A substantial percentage of cash with order sales is credited to the folder.



The bright colors in which this folder is printed suggest bright sunshine, green grass, and the fresh crispness of clothes that are dried outdoors. Possibly this is why it gets the buyer to mail the order "with cash enclosed."

Make every Postage Stamp



BLOTTERS can be distributed at no postage expense by taking advantage of the unused margin of postage, i. e. —

The National Biscuit Company use blotters enclosed with dividend checks to make customers of their stockholders. —

The American Telephone and Telegraph Company use blotters enclosed with statements to make stockholders of their customers. —

The American Optical Company use blotters to bring trade to oculists who sell their glasses. —

The Peabody Coal Company use blotters to win more big orders for coal. —

The Westinghouse Company use blotters to secure repair parts business for their dealers. —

In the campaigns for Edison Mazda Lamps, Heinz 57 Varieties, and for the products

of many of the 50 leading advertisers, Standard Blottings play an important part.

Our Dictionary showing how blotters are used in nearly every business will be sent free upon request.

STANDARD PAPER MFG. CO.
RICHMOND, VIRGINIA

Makers of

Ink-thirsty

**Standard
Blottings**

TRADE MARK

Making the Catalog Easy to "See Through"

AN effective plan for giving the readers a peep at the contents of a booklet, folder, or catalog is used by the American

inside page to show through. The attention of the recipient is thus drawn to the illustration showing the opening in the envelope, and it becomes necessary for him to open

it in order to see what the product really is. When the announcement is removed from the envelope, the puzzle is not solved until the cover is turned and then the reader is "inside the book."



By means of die-cut holes in the envelope and catalog cover, the illustration on the first page becomes a part of the design for the "corner card" and cover. Just enough of the product is shown to arouse the interest of the reader.

This plan is an effective answer to the question of how to make the reader open the envelope and read the message that is intended for him. If more methods like this were adopted by direct mail advertisers, there would be fewer estimates as to wasted effort in this field because there would be no waste and sales literature would produce still larger returns.

It is not always possible to cut an opening in the envelope and cover as in this case. An attention getting caption or corner card design on the envelope and an interest impelling title on the cover will serve the same purpose of getting the reader to open the catalog.

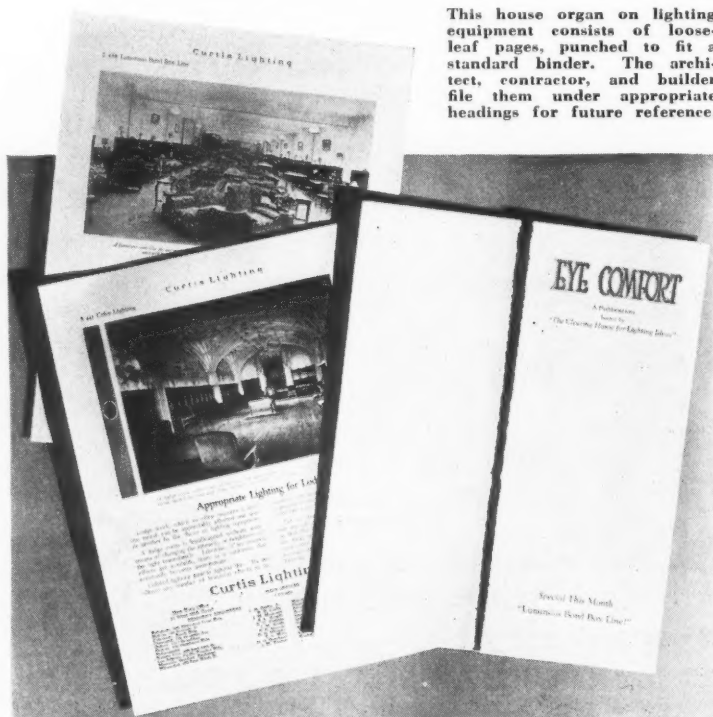
Grinder Manufacturing Company in a recent announcement of a new water pump for the Ford engine. The method is simple and inexpensive and lends itself to any number of uses in direct mail advertising. The company decided that its announcement of this new product would arouse more interest if it could show just a small part of the pump itself on the envelope and also on the cover of the announcement piece. It might have made simply an engraving of the portion it wanted to show and printed this on the envelope and cover, but this would not give exactly the effect that was wanted.

The problem was solved by cutting out the inside of the "hex" socket design used as a border on the envelope and cover and allowing the end of the illustration on the first

A Loose-Leaf House Organ

A LOOSE-LEAF house organ might not fill the requirements in every line of business, but it offers certain advantages which make it a valuable sales aid in those cases where it can be used successfully. For instance, Curtis Light-

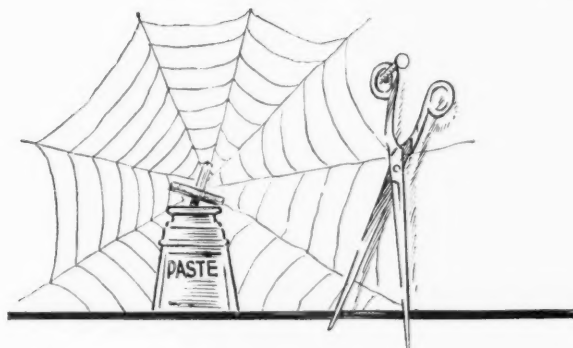
This house organ on lighting equipment consists of loose-leaf pages, punched to fit a standard binder. The architect, contractor, and builder file them under appropriate headings for future reference.



ing, Inc., has published for 14 years without a break a loose-leaf house organ named "Eye Comfort."

Each loose-leaf sheet in this house organ is devoted to a single phase of industrial or commercial illustration. Illustrations of successful examples of installations of Curtis Lighting Equipment show the results secured in each case. These illustrations are followed by others showing the products used to give the effects shown, with technical descriptions and identification numbers.

The House Organ - shall we regard it a Family Pet - or - A Producer of Sales



THE house organ, unless the advertiser who publishes it can afford an expensive hobby, has only one excuse for living—SALES! It should meet the same acid tests that any other piece of printed salesmanship must meet. If it helps your salesmen, your jobbers' salesmen, or your dealers, to sell more of your merchandise, or sell it faster, or with less effort, it is a success. If it can't meet that test, it is a failure.

Scissors and paste are the wrong tools with which to build a house organ. They are responsible for the large percentage of cripples and misfits that result in the high mortality rate. If a house organ is worth publishing it is worth the skill and effort to make it original, timely, and specifically representative of your house.

Don't be afraid that you will lose reader interest if you make your house organ a deliberate attempt to sell merchandise. If your reader isn't interested in selling merchandise he shouldn't be on your mailing list. But it must be made practical and helpful for the man who reads it, and it should be written from his point of view—not yours.

The Igoe Creative Department is skilled in the planning and editing of house organs that sell. If you have a house organ, or plan to publish one, they can give you helpful suggestions—or if you prefer, work it out in its entirety. We should welcome an inquiry from you.

James C. Igoe Company
Chicago's **Most Progressive Printers**
600-610 W. VAN BUREN ST. CHICAGO, ILL.
TELEPHONE HAYMARKET 8000



REPEATING A SMALLER REPRODUCTION OF A SALES ILLUSTRATION IN CONNECTION WITH THE FEATURING OF A NEW ILLUSTRATION, HELPS TO GIVE THE SERIES OF MAILING PIECES IN A CAMPAIGN GREATER CONTINUITY. REPETITION ALSO HAS A CUMULATIVE SALES VALUE.

Using Illustrations to Give Continuity

FREQUENTLY, high priced drawings and paintings are used but once or twice by an advertiser and then are put aside in the belief that they have served their purpose and can be used no longer. The truth of the matter is that effective sales illustrations, regardless of whether they cost much or little, can be used over and over again without losing their sales value.

An example of a plan for repeating sales illustrations to secure continuity in a series of mailings is shown above in the four folders used by the Minneapolis Heat Regulator Company. Each of these illustrations is a beautiful painting in full color, reproduced and printed in process. Each represents a sizeable investment, but by repeating them in the

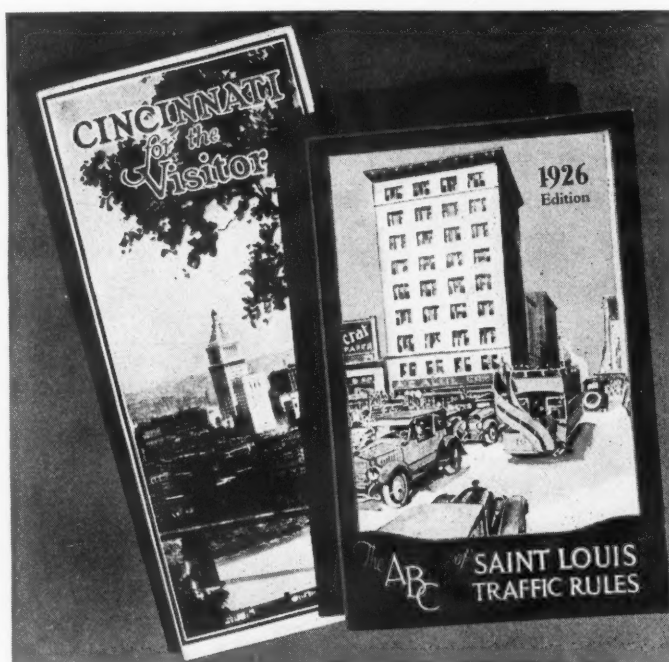
series, greater continuity is secured and they are made to pay the largest possible returns in utility and interest value in many cases.

In each case, the large illustra-

tion shown in the open spreads above is first used on the outside fold in smaller size, with a suitable caption. The folders from left to right are titled as follows: (1) Comfort, (2) Convenience, (3) Health, and (4) Economy. By repeating the illustrations which express these titles so clearly, these various selling points are brought again and again to the reader's attention.

This plan is especially effective in a series of follow-up pieces in answer to inquiries, which is the purpose of the series shown above.

Illustrations used in newspaper and magazine advertisements may be repeated effectively in direct mail pieces, thus tying up the mail campaign with the general advertising in magazines and newspapers.



The visitor to Cincinnati finds his way about town and sees the points of interest with the aid of an interesting folder which is not burdened with home-town boasting. Explanations to the judge in St. Louis are avoided with the aid of this booklet furnished by the Globe-Democrat. See story on page 448.

"We do not know of a better medium than SALES MANAGEMENT for reaching sales and advertising executives of manufacturers and national advertisers"

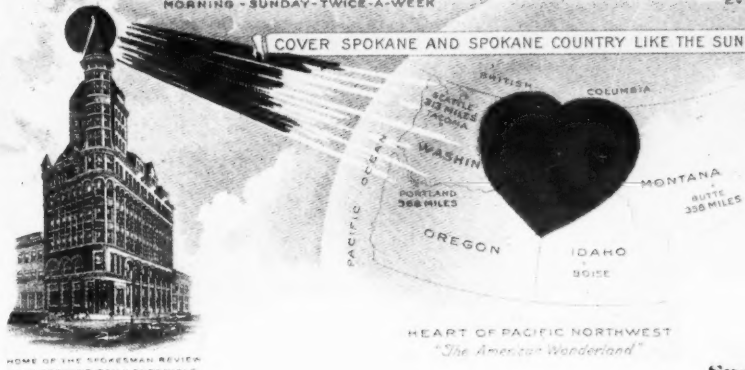
This opinion, Mr. Tom J. Turner, manager of the Review-Chronicle National Advertising Bureau, has formed after using full page copy in SALES MANAGEMENT for four consecutive years

REVIEW-CHRONICLE NATIONAL ADVERTISING BUREAU

THE SPOKESMAN-REVIEW — Spokane Daily Chronicle

MORNING - SUNDAY - TWICE-A-WEEK EVENING - WEEKLY

COVER SPOKANE AND SPOKANE COUNTRY LIKE THE SUNSHINE



DOMINANT FARM MAGAZINES

THE WASHINGTON FARMER
THE OREGON FARMER
THE IDAHO FARMER

HEART OF PACIFIC NORTHWEST
"The American Wonderland"

SPOKANE, WASH
Nov. 4, 1925.

Mr. Jacob F. Weintz, Mgr. of Advertising Sales
Sales Management Magazine
Ravenswood at Leland Avenue
Chicago, Illinois

Dear Mr. Weintz:

For four years we have used regularly, in every issue, page space in Sales Management.

This is rather conclusive evidence that we value SALES MANAGEMENT as one of the best mediums to promote national advertising lineage in our newspapers.

While we consider it important to reach the space buyers of advertising agencies, we also know that it is equally important to get our messages before sales and advertising executives of manufacturers and national advertisers, and we do not know of a better medium to reach the last named than SALES MANAGEMENT.

As you doubtless know, the increase in national lineage for THE SPOKESMAN-REVIEW and SPOKANE CHRONICLE since 1921 has beat the average increase of a large list of what were reported to be leaders in national advertising gain.

We attribute this increase in lineage to the rapidly-growing importance of our market, the value of our NEWSPAPERS as advertising mediums, and keeping executives of agencies and advertisers informed thru our publication advertising, linked with the good cooperation of our special representatives. As stated, we believe that SALES MANAGEMENT has played an important part in helping to build up this lineage.

Yours very truly,
REVIEW-CHRONICLE NATIONAL ADVERTISING BUREAU
Tom J. Turner
Tom J. Turner, Manager.

SALES MANAGEMENT HAS MORE SALES EXECUTIVE SUBSCRIBERS THAN THE THREE OTHER SALES AND ADVERTISING JOURNALS COMBINED

Plans for Building Business

BUILDING a business is like the building business. First comes the plan, then the specifications, and then the contract is let. If the plan is right, the specifications are correct, and the contractor is reliable, you get what you want. You know where you stand all the time.

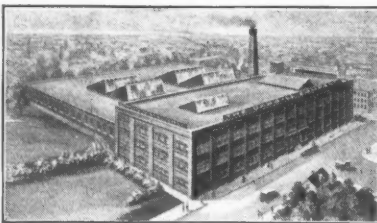
The Cargill Company is not in the building business, but it has been building business for over forty years on plans that have built sales organizations and sales volume on a sound foundation.

Cargill Service does not end with the plan, however. It includes the specifications and all of the actual construction—from preparation of layouts and copy to mailing. Dealing with one organization which handles all production details in its own plant, with sole responsibility to you, you know where you stand all the time. There is no "buck-passing."

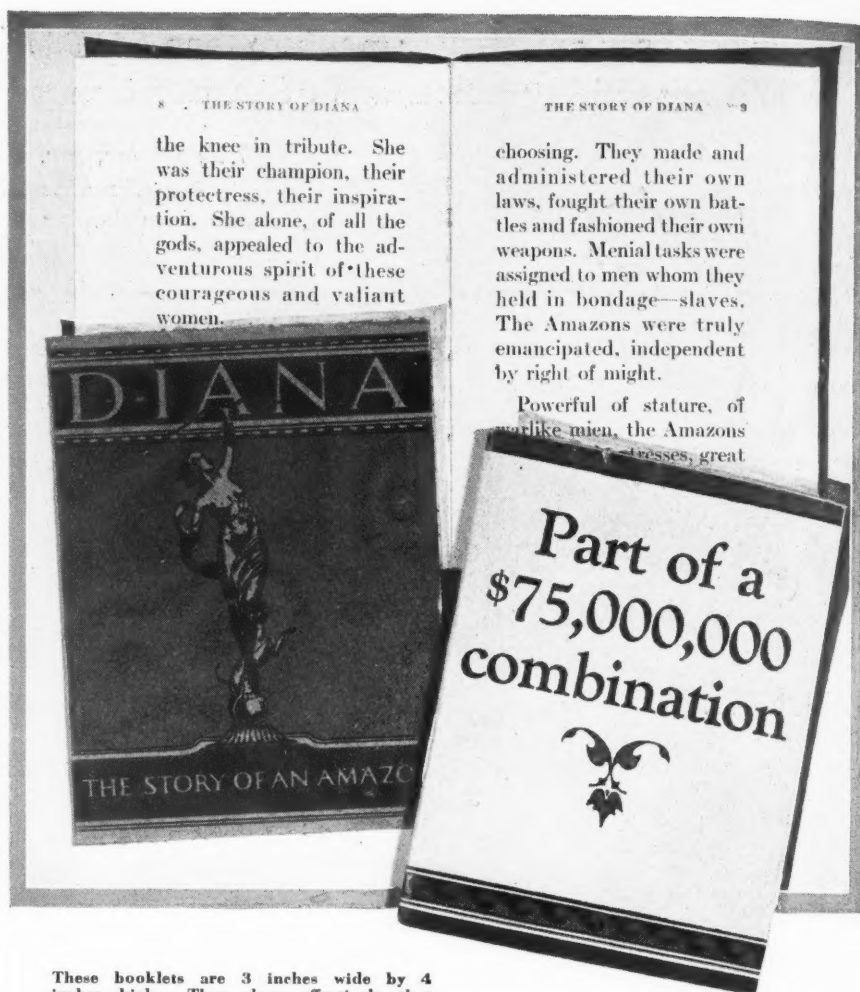
The Cargill Company has established an enviable reputation for effective plans for business-building and for carrying out those plans to a successful fulfillment of its customers' expectations. It can help you with your own business-building plans through intelligent cooperation along the lines which fill your own needs and meet your requirements.

A request on your business letterhead will put you on the mailing list to receive the Cargill Criterion. It will help you in your plans for building business.

**The Cargill
Company**
Advertising—Printing
Grand Rapids, Michigan



Every step from plan to postoffice handled by a single organization directly responsible to you.



These booklets are 3 inches wide by 4 inches high. They show effectively that the weight of the sales message and its pulling power are not always to be judged by the physical dimensions of any piece of sales literature.

Miniature Booklets for Life-Size Messages

“WE adopted the small size booklet feeling that, because of the unusual size, it would be given attention where ordinary size booklets would be considered merely another booklet,” writes Oliver A. Life, advertising manager, Moon Motor Car Company, Inc., in commenting on the booklets shown above. “There is something magnetic about this small size booklet. One just doesn’t want to throw it away—and it is so convenient to carry, too.”

The booklets referred to are furnished to distributors and dealers who in turn use them for personal distribution in automobile show rooms or as envelope enclosures in their direct mail advertising. Mr. Life reports that the demand on the part of distributors and

dealers for these pieces is so heavy as to prove conclusively the value of the miniature booklet form for sales literature.

A glance at the illustration on this page will show how these small pieces have been designed to carry dignity and impressiveness in spite of their size. The text is printed in large type which is easy to read, cover designs in colors, running heads, title pages, and all the standard features of a full-size booklet are included. Paper stock of substantial body and weight is used. Quality is unstinted throughout. No doubt this is one of the reasons why these pieces have been so successful.

The miniature booklet can be used successfully in many different lines of business.

Quality to Build Confidence

(Continued from page 435)

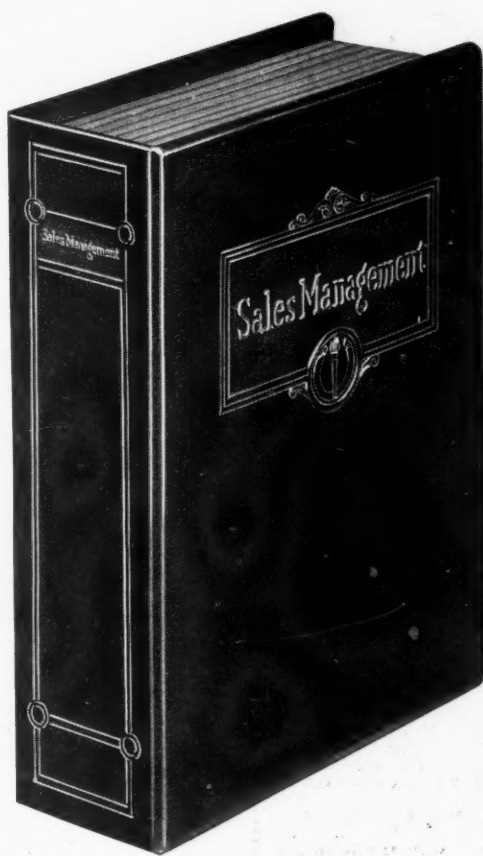
consists of a number of plans for budgeting expenses and savings, with pages for keeping household expense records. Another is entitled, "Investment Record," and includes pages for recording investments and income. Copies of these booklets, neatly bound in heavy paper covers, are provided for small investors. For larger buyers, a more expensive edition, bound in leather covered loose-leaf binders, is provided.

The house organ, Garard Review, the folders covering each particular bond issue, and several other folders used by the company for offering plans for accumulating money are all excellent examples of quality printing. This literature is not mailed to prospective buyers in any scheduled order. The report of the salesman governs the selection of the piece to be mailed as a follow-up. In this way, each mailing constitutes a definite step in the process of convincing the buyer and closing the sale.

The modern buyer makes his purchases with the eye as well as with the mind. Color, size, and form attract valuable attention to packaged goods, household furnishings, motor cars, clothing, buildings, and practically everything else that we eat or wear or use. They are likewise important factors in making the sales literature for these products effective.

Many concerns which issue house organs check up on reader interest now and then by inserting a return postcard in the magazine which the reader is requested to fill out and return if interested in receiving the publication regularly. Occasionally, readers are asked to name the articles or stories they liked best in previous issues or to suggest subjects or departments in which they would be interested.

Now is a good time to overhaul the house organ mailing list by lopping off the dead wood and substituting live names so that you can cut waste circulation.



A New Binder for your copies of *Sales Management Magazine*

This handsome new binder for Sales Management magazines has been designed for our many subscribers who have wanted to keep their copies on file but have had no convenient method for doing so. It will now be an easy matter to keep past issues as well as the current numbers on hand in this binder for ready reference.

Each binder will hold thirteen magazines. Each issue as received can be easily and securely fastened in the binder which will open flat like a book. Made of heavy durable material bound in Super-Finish Art Leather. The cover is finished in two-tone dark brown Spanish grain with lettering and panels in antique bronze.

You will want this binder for your desk or library.

Price \$2.00 each, postpaid

Sales Management Magazine

4660 Ravenswood Avenue, Chicago, Ill.

A Guaranteed 100% Business Investment

FOR

*Business Executives, Sales
and Advertising Manag-
ers, House Magazine Edi-
tors, Producers and Users
of all forms of Direct-
Mail Advertising and
Selling*

YOU are interested in Selling. Because you are, we can talk to you in your language and ours. Selling goods at a profit is not a very easy thing. Out of every 100 persons engaged in industry 98 know how to make goods, while only two know how to sell.

"Anything that can be sold, can be sold by mail"

The orders can be secured by Direct-Mail, or sales made easier for your salesmen. There is nothing a salesman can say about what you sell that cannot be written and printed. That is why thousands of firms are profitably using Direct-Mail in selling their products.

Every issue of **POSTAGE** contains articles on selling by Letters, Folders, Booklets, House Magazines, Mailing Cards, Catalogs, etc. Every person who has anything to do with selling can get selling ideas out of **POSTAGE**.

POSTAGE is published monthly. The subscription price is only \$2.00 a year. Subscriptions are sold with the following guarantee: If, at the end of one year, you write us that **POSTAGE** has not been a 100 per cent investment for you, we will gladly return to you twice the amount you paid—\$4.00.

You will understand that we could not possibly afford to make such an offer if we did not feel convinced that **POSTAGE** would be a good business investment for you.

**Let Us Send You This 212-Page Book
of Advertising and Selling Ideas**

The October, 1925, number of **POSTAGE** has been acclaimed the finest Direct-Mail Magazine ever published. It contains 64 articles on Advertising and Selling and information regarding all products and equipment necessary in the successful use of Direct-Mail. The single copy price is 50c. We will gladly send you a copy, without charge, with a year's subscription. Just sign the "Sales Increasing Coupon" below.

POSTAGE

The Monthly Magazine of
Direct-Mail Selling

Letters, Folders, Booklets, Broadsides,
House Magazines, Catalogues,
Mailing Cards, Etc.

18 East 18th Street New York, N.Y.

A Sales Increasing Coupon—Send No Money Now

POSTAGE
18 East 18th Street
New York, N.Y.

YES! You may send me **POSTAGE** for one year—12 issues—and mail me bill for \$2.00 after the subscription has started. You will include, free of charge, the 212-page book of Advertising and Selling Ideas.

Name _____

Address _____

Printed Things to Welcome the City Visitor

THE manufacturer who does not take an active interest in the advertising which his city undertakes is lacking in civic pride. Likewise, he is overlooking an opportunity to build up good-will and to secure publicity which will help to draw to his factory buyers who happen to be visiting in the city.

I do not refer to public programs, charity advertising, or any of the hold-up schemes frequently attempted in the best of well regulated cities. I mean well planned city advertising with a purpose which does not include paid advertising of any kind. Booklets similar to those used in Cincinnati and St. Louis, which are shown on page 446, are examples of how city advertising can be made useful to the visitor and valuable to the city and its business interests.

As travel by motor car and bus increases, cities are given a better opportunity to "show off" before the visitor by routing highways through town along attractive residence and business streets. It is a well known fact that the approach to most of our larger cities by rail is usually through the sections that look the worst. Booklets, showing the beautiful parts of towns, points of interest, etc., and city maps are of real value to the visitor in enabling him to see the city as it really is and thus gain a good impression.

The folder, "Cincinnati for the Visitor," is issued by the Cincinnati Chamber of Commerce. It is an excellent example of municipal sales promotion which is not overdone by exaggerated claims as to population or wealth. With this folder in hand and a few hours for sightseeing, the visitor can find his way about town to the various places which may interest him. He could not secure the same amount of information otherwise without going to considerable inconvenience. Therefore, he is likely to appreciate and remember the intelligent and considerate welcome he has received in Cincinnati.

"The A B C of St. Louis Traffic Rules," furnished to visitors by the St. Louis Globe-Democrat, is typical of another form of community or municipal advertising that fills a great need these days. The average motor tourist finds it very easy to violate the ever-changing traffic rules of cities and towns. Though the act of violation may be entirely innocent, some trouble and inconvenience, not to mention occasional expense, is necessary in convincing the traffic officer or the judge that it was unintentional. This leaves a black mark in the memory of the visitor which shows up every time the city is mentioned later.

A brief digest of the important city traffic regulations, together with a map of the city, helps the tourist to get around and through the town with ease without running foul of the law. At the same time, if the visitor will obey the regulations as they are explained to him, there will be less likelihood of accident due to carelessness or ignorance. As the number of motor tourists increases, probably the greatest opportunity for building good will toward cities and communities will exist in well planned literature along the lines of the St. Louis booklet.

In many cases, manufacturers through their advertising refer with pride to the city or community in which the factory is located. Advertising of this kind is usually highly appreciated by these cities and their civic bodies. This can be followed up, as in the case of Cincinnati and St. Louis and other cities, by making the visitor feel at home when his affairs bring him to town.

A great many manufacturers secure valuable publicity and build immense good-will by inviting visitors to their home towns to visit their factories. The Heinz Company, for instance, invites visitors to Pittsburgh to go through its factory and see the care with which Heinz products are made.

Getting Them Inside the Big Top

(Continued from page 436)

is little danger of their being overlooked when enclosed with a sales letter or even when they are made to travel in company with an invoice.

With the exception of the Hubbel Switch-Plug folder, which is printed in three colors, these attractive pages are printed in two colors. The piece entitled "Turn Over a Leaf" suggests inside pages but is, in reality, a simple leaflet. This is one of an excellent series used by Broderick and Bascom Rope Company of St. Louis. The folder entitled "Strength" is issued by The Whitaker Paper Company at Chicago to promote the sale of United Brand Cloth Lined Stock. The Pee-Chee folder emphasizes the use of the product by the use of solid white on a black background. An effective method for using an improvement in construction as a title for a folder is shown by the exhibit with the title, "The Integral Bead Construction Made It Possible," which is used by the Kelly-Springfield Tire Company.

It is safe to say that the front page designs for these folders cost but little more than ordinary designs with much less attention value. They show, however, that careful attention to interest-arousing designs and titles brings a real reward by getting more readers past the entrance and into the "big top," in small folders as well as larger direct mail pieces.

A Mailing Piece that Takes Four Steps in One

(Continued from page 438)

non-warping, and capable of taking any finish. The fact that Compo-Board has been in use for more than thirty years is also emphasized.

Another factor which will determine the final choice of material to be used is the possibility of securing it in sizes that will cut without waste. Stock panel sizes are listed together with



FREE to Business Executives

A beautiful sample Autopoint Pencil

See coupon below

How This New Pencil

Keeps your name at your prospect's finger tips all the time! What it means in sales and good will

SALES MANAGERS, purchasing agents—executives of many big companies—have racked their brains to find an auxiliary sales force for their business. Here is the method now adopted by thousands of important businesses with a success their previous efforts have made seem all the more spectacular.

Ordinary "souvenirs" were of short life. They failed in the important duty of selling the thing they were supposed to advertise. Because their novelty soon wore off, they were discarded to the waste basket, or given to clerks or stenographers whose buying value was zero.

Not so those firms that use the new Autopoint pencil. For this successful little reminder is one that no man, no matter how many pencils he might own, would ever discard. Once a man has written with Autopoint, a new writing delight is his. His Autopoint becomes his pocket companion. Your advertisement on the barrel is constantly at his fingertips.

Read the important exclusive features of Autopoint—its non-breakable construction, its feather lightness, its simplicity. See the important big firms that use it constantly in their daily business. Firms who have weighed the importance of their special advertising and give first place to Autopoint.

Then clip the coupon and mail it for our interesting proposition, for a fine sample Autopoint for yourself. Get the prices for Autopoints, imprinted with your company's name. Do not overlook this new important way to advertise your business.

Mail the coupon NOW.

Autopoint's 3 Big Exclusive Features

- 1 Cannot "jam"—protected by an exclusive patent.
- 2 Bakelite barrel—onyx-like, light-weight material—cannot dent, split, or tarnish.
- 3 But 2 simple moving parts. Nothing complicated to go wrong. No repairs, no bother.

Autopoint



Autopoint Company
4619 Ravenswood Ave.
Chicago, Illinois

AUTOPOINT COMPANY For Executives Only
4619 Ravenswood Ave., Chicago, Ill.

Without obligation, please rush sample Autopoint Pencil, your business-building gift proposition, prices of pencils and stamping and full information. I attach business card or letterhead.

Name _____

Position _____

Company _____

Address _____ S M 3-20-26

Important Information for Some Readers of Sales Management

THERE is a Mail Advertising Service in the city of New York which produces a unique quality of process letter.

It is so much superior to ordinary multigraphing that business men, like Buddhists whose religion forbids them to destroy any scrap of paper, may be seen searching their waste baskets for specimens.

Plant, equipment, and organization are second to none. Our job now is to tell the world.

We would like to get in touch with bright men and women to help us do the telling—also discriminating executives who want to be told.

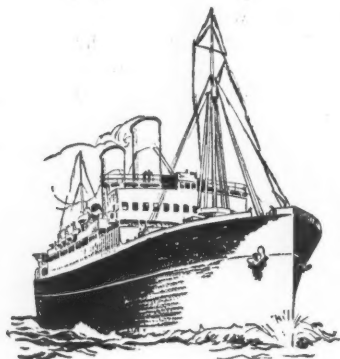
If you or your boy friend are interested, get in touch with Mr. W of the

GLOBE MAIL SERVICE, Inc.
148 West 23rd Street :: New York, N. Y.



*No disrespect to the multigraph intended in the statement above. It can be used as well as misused. We operate an overnight multigraph service ourselves, which suits some busy men immensely. If you want to use it tonight, speak to the pleasant voice which answers *Chelsea 7390.*

Sail From Montreal or Quebec to *Europe*



See beautiful Montreal, quaint Quebec, and the mighty St. Lawrence on your way to Europe. Cut your travel on the open sea to only four days. In every way you get more, see more, spend less, when you book passage on one of the popular "Empresses" or Mono-class (one class) steamships of the Canadian Pacific. These large, modern, speedy, and splendidly equipped boats, afford every facility for your safety, comfort and enjoyment en route. Frequent sailings to the principal European Ports.

From Vancouver to the Orient

Four Giant Canadian Pacific Empresses offer quick passage to the Orient—only 10 days to Japan, then China and Manila. The largest, fastest, steamships on the Pacific—with unsurpassed cuisine and service. Whether you book as a 1st, 2nd, or 3rd cabin passenger, your journey will be a happy, joyful, interesting experience. Sailings are fortnightly from Vancouver.

Winter Cruises: Let us help you with that cruise you are planning next winter. Ask about Canadian Pacific Winter Cruises from New York. Dec. 2, Round the World, Empress of Scotland. Feb. 12, 1927, Mediterranean Cruise, Empress of France. Jan. 26 and Feb. 28, 1927, West Indies Cruises, Montroyal.

Further information from local steamship agents, or
R. S. Elworthy, Steamship General Agent, 71 E. Jackson Blvd.
Telephone Wabash 1904, Chicago, Ill.

Canadian Pacific

information that special sizes will be cut to order.

With a sample of the product before him and with information as to physical properties, uses, and sizes available, the next and last step is securing the order. Because this mailing piece takes the first four steps so effectively, it can readily be seen why approximately one out of every two inquiries is turned into a sale for Compo-Board.

Unusual returns from mailing pieces are never accidents. Results are usually in direct proportion to the quality of the sales promotion plan and the physical quality of the literature that is used.

The Tag that Grew Into a Booklet-Tag

(Continued from page 436)

tag, however, would serve only as a mark of identification. The problem of getting an effective sales message to the buyer through the clerk still remained. The solution lay in expanding the tag into a miniature booklet which tells about the high grade, genuine sheepskin that is used in making Myers' woolly animals and the care with which these toys are made by skilled workers in a sanitary factory in the lovely foothills of the Adirondack Mountains.

The combination of a quality product in the form of an appealing toy which first attracts the buyer's attention and then tells its own sales story through the booklet-tag leaves the retail clerk with but little more to do other than making out a sales slip and wrapping the package.

Manufacturers of products other than toys can make effective use of similar plans for getting important sales arguments across to buyers in cases where it is impossible to carry on the necessary educational work with the sales people through whom the final sale is made. Many clerks will read these booklet-tags in their spare moments and thus increase the effectiveness of their selling talk. Another use for quality printed things to sell quality products.

Working Clause in Patent Law Needed

Secretary of Commerce Herbert Hoover has pointed out the need of a "working clause" in the patent laws to apply to patents held in this country by foreign interests to protect American markets in articles produced under such patents.

Most countries, Mr. Hoover notes, have provisions in their patent laws requiring commercial production in their own countries of the articles sought to be patented by foreigners as a prerequisite to holding such patents. Because there is no working clause in the patent laws of this country, it is possible that some patented articles may be manufactured exclusively abroad, leaving the United States solely dependent upon foreign industry for those goods.

Business Running Ahead, Says Dun's Review

Business in the vicinity of Chicago is now running slightly ahead of the 1925 showing in practically all lines, reports Dun's Review. Large department stores have larger sales than a year ago, with buying well distributed. Wholesale trade is still well ahead of last year.

Mills in the Chicago district have increased their operations 92 per cent, the largest rate since March, 1925. Building activity also has expanded, while the retail demand for coal has improved in keeping with the colder weather. Factories throughout Illinois were busier during February than at any time in nearly two years.

Addison M. Flint, formerly western manager of the American Manufacturers' Foreign Credit Underwriters with headquarters at Chicago, has been transferred to New York as general sales manager. At one time Mr. Flint was district sales manager of the U. S. Chain and Forging Company, at Pittsburgh.

Employment Still On Upgrade

Employment in manufacturing industries increased 1.1 per cent in February while employees' earnings increased 4.2 per cent, according to the report of the Bureau of Labor Statistics of the United States Department of Labor. February figures are based on reports from 9,540 establishments, covering 2,952,165 employees whose combined earnings in one week were \$79,793,644.

February was the seventh consecutive month to show increased employment, the total increase since last July being 5.6 per cent. The increase since February, 1925, is 2.9 per cent and payrolls are 4 per cent higher than they were a year ago.

Four New Newspapers in Motorist Class Group

The "Oakland County Motorist," the "Elgin Motor Club News," the "Lansing Motorist" and the "Lawrence Booster" recently became affiliated with the Motorist Class Group of Chicago. The addition of these four papers brings the group up to twenty-one official automobile club publications, space in which is sold to national advertisers on one order, one billing and with one piece of copy through the Standard Class Publications, Inc., of Chicago.

Kates-Boylston Buy Undertakers' Paper

The American Funeral Director, for the past ten years published by the Periodical Publishing Company, of Grand Rapids, Michigan, has been purchased by the Kates-Boylston Publications, Inc., of New York. New editorial and business offices will be located at 1674 Broadway. The new owners will start publication with the April issue.

Young & Rubicam, Philadelphia advertising agency, will open a New York office in the Murray Hill Building at Madison Avenue and Fortieth Street, April 1. Raymond Rubicam will be in charge. The Philadelphia offices are to be continued in the Atlantic Building under the direction of John Orr Young.

Another Fixed Price Case Dismissed

The case of the Federal Trade Commission against Landers, Frary & Clark, New Britain, Connecticut, manufacturer of electrical heating and cooking appliances, has been dismissed. In the complaint the respondent was charged with lessening competition by the alleged maintenance of uniform fixed prices at which its goods were to be resold.

The question of the fairness of resale price maintenance when no coercive or cooperative methods were used was involved in the case. It called for a reinterpretation of the Beech Nut case, in which the commission's power to order the abandonment of certain kinds of resale price policy was upheld in 1922 by the United States Supreme Court.

Another case now before the Federal Trade Commission is that of Houbigant, Inc., perfumers of New York City, who are charged with suppressing competition by enforcing the maintenance of resale prices on their products. Final arguments have been heard in this case, the respondents denying that it requires retail dealers to maintain minimum retail charges for products.

Hoover and Forbes Speak Before Export Men

Herbert Hoover, Secretary of Commerce, and B. C. Forbes, editor of Forbes' Magazine, were the principal speakers at the annual convention of export executives held by the Export Managers' Club of New York, Inc., at the Hotel Pennsylvania in New York March 16. Cooperating with the export managers were the American Exporters and Importers' Association; the American Manufacturers' Export Association; the Export Round Table of the Advertising Club of New York; the Foreign Trade Forum of the National Association of Credit Men; the Merchants' Association of New York; the National Association of Manufacturers, and the National Foreign Trade Council.

TROY'S Trading Territory

The territory of the most powerful and influential newspaper is limited.

Do not be misled by claims too all-embracing.

People are loyal to their own communities and their own good stores.

Troy, for instance, is an important market in its own right. It is near Albany but not of it.

Within four miles of Troy's City Hall there are 118,000 people who shop in Troy.

This territory is covered only by one great newspaper — The Troy Record—morning and evening.

The Troy Record

National Advertising Representatives:
CHAS. H. EDDY COMPANY

New York, Park-Lexington Bldg.
Chicago, Wrigley Bldg.
Boston, Old South Bldg.

Grocery Jobbers Make Survey on Salesmen's Compensation

A REPORT made at a recent tri-state convention of grocery jobbers on methods of compensating salesmen showed that the majority of houses pay their salesmen a flat salary and expenses and the average cost of selling by salaried salesmen is from 1.9 to 2.38 per cent. It also pointed out that houses paying some salaries and some commissions found the system to work out to their advantage because under this system the best territory is not given to the commission men, and the salaried men are the older ones whose salaries are too high for their volume of business and they are carried along either for sentimental reasons or with the hope that some day they will do better.

Commission vs. Salary

"The salaried salesmen of fifty-three wholesalers in Ohio cost on the average, 2.27 per cent," the report goes on.

"Their sales per salesman averaged \$122,000. There were fifteen houses that had a selling cost of less than 2 per cent, and twenty-six of less than 2½ per cent.

"No evidence has been disclosed that would lead one to believe that a commission basis is superior to a salary basis, and as some houses seem to be considering a change from salary to commission, they should do so only after the most careful consideration.

"When it comes to compensating salesmen on commission there are almost as many methods as there are houses in our association. The lowest amount paid is 18 per cent of the profits and the usual amount from 18 to 25 per cent where profits are figured on actual costs. When a portion of the overhead is added to the cost before a division with the salesmen is made, the remuneration varies from 25 to 50 per cent, with the average about 36 per cent.

"The cost of selling is usually lower for those houses who give a smaller percentage of the entire

profit. For example, one house whose selling expense was 3.11 per cent paid their salesmen 36 per cent of the profits, after loading the costs with part of the overhead. Had they given the salesmen 20 per cent of the profits over the actual cost, the selling expense would have been 2.30 per cent instead of 3.11 per cent.

"The average loading is not as great as supposed because the quick turning goods and the larger volume goods are usually loaded only about 1 per cent or 1 1-2 per cent, and where figures are available it shows the actual profit exceeds the figured profit over book cost by not over 1½ per cent.

"One member reports paying 20 per cent of the profits within a ten mile limit and 25 per cent of profits beyond the ten-mile limit, salesmen paying their own expenses.

"From all the data gathered from various sources it would seem to show: first, that the salesmen who produce a large volume of business show the lowest selling cost; second, that the large volume salesman costs less if employed on salary and expenses rather than on a commission basis.

The Cost of Selling

"A wide variation will be found in any sales force and the Ohio average for salaried men is 2.27 per cent and for commission men 2.37 per cent. The Harvard Bureau figures for both groups combined is 2.6 per cent. The cost of sales in smaller towns runs considerably less than in the larger cities, probably because the salary method is employed in smaller towns and the commission basis in the larger cities."

The firm of Lee & Clark, of Chicago, has been incorporated to take over the business formerly conducted as a partnership under the name of the James T. Lee Company. James T. Lee is president, and John O. Clark vice president of the company, which specializes in hydraulic equipment and power tools.

Reduction Sought in Postal Rates

A BILL to lower postal rates has been introduced in the Senate following Postmaster General New's report that the Post Office Department handled 721,279,719 fewer pieces of mail in the latter half of 1925, when the new rates were effective, than during the same period in 1924 under lower rate schedules.

It is proposed in the bill to restore the 1920 rates on second, third and fourth class mail, restore the one cent rate on postal cards, remove the service charge on parcel post and provide a new provision for private reply postal cards on the permit system at a two cent rate. Postal business, it is pointed out, took a sharp slump immediately after the adoption of higher rates, particularly in third class mail, including circulars and other printed matter. During the first quarter after the new rates were adopted a decrease of 3.11 compared with the same quarter of 1924 was shown. For the succeeding quarter the decrease was 5.03 per cent.

The present rates were also attacked in a statement by the National Council of Business Mail Users, which charged that rates were "clearly out of line" and that the Post Office Department was "in effect restricting business."

A Reader Flings Us a Nosegay

Editor, Sales Management:

Please accept our hearty thanks for the special report of references on Advertising and Sales Management. This is certainly a very commendable piece of work and will be of real use in our files.

We have already noted with great interest the many fine articles in the most recent issue of "Sales Management." This publication becomes increasingly valuable to our organization and we have all voted "Yes" on the new covers.—William T. Mullally, president, Wm. T. Mullally, Inc., New York City.



One of a series of advertisements of Proctor & Schwartz, Inc., based on Nielsen Surveys.

A Straight 44.4% Sales Increase With Nielsen Surveys

PROCTOR & SCHWARTZ, Inc., of Philadelphia, could only have become the world's largest manufacturers of drying machinery through sound and progressive advertising and selling methods.

Yet they found a means of increasing sales by 44.4% on one product alone.

In direct mail appeals to industrial buyers, they turned to the use of *specific operating data*—costs and savings effected by their dryers in many plants—discarding generalities and claims.

To gather this data they retained an independent firm of engineers to make *performance surveys* of their equipment in actual use. Certified both by customers and by the neutral investigators, such *facts* were not subject to discount. *Nielsen Surveys* carried the weight of conviction.

A letter to selected lists, offering copies of surveys, brought up to 20% returns. Then surveys were sent to the same lists and brought 7% replies. Returns far exceeded those from previous mailings.

Salesmen followed each inquiry and with the further aid of *Nielsen Surveys* proved every claim, met every objection and closed sales. Of the results they say:

"Since adopting *Nielsen Surveys*, sales have increased 44.4% on one of our products alone, where surveys were used, largely because our salesmen are better armed with facts and enter into selling with much more enthusiasm than they were able to do without these facts."

Which explains why this client now uses *Nielsen Surveys* to sell four different products to six industries.

And why over a hundred other industrial leaders use *Nielsen Surveys* to strengthen advertising copy, increase direct mail returns, and close sales.

We will gladly show you the application of this plan to your business—and without the slightest obligation. Address the A. C. NIELSEN COMPANY, Harris Trust Bldg., Chicago.

Branch Offices in New York, Philadelphia and Cleveland



EDITORIAL COMMENT



How Victor Cutter Builds Man-Power

Last month I took the West Indies cruise on the "Montroyal." We went down as far as Panama, stopping at Havana, Haiti, Kingston, Christobal, Cartegena, La Guira, Curacao, Martinique, San Juan, Nassau and Bermuda. It was an interesting trip. The canal was especially worth seeing and, of course, it was interesting to see how they lived in the different countries. But what impressed me most of all on the whole trip were the plantations and establishments of the United Fruit Company. Spread all over the tropics, this \$150,000,000 company, with 70,000 employees, is a glowing tribute to American enterprise and administrative ability. Few other businesses to my mind better demonstrate the influence of manpower on a business enterprise than the United Fruit Company. Every man has an understudy. Every man looks forward to the day when the man he is training will be able to do his work, so that the way will be open to promotion. There is no waiting for dead shoes in the United Fruit organization. Victor Cutter's policy is to reward first those who have the ability to train another man to do their work better than they themselves are doing it. And why not—what better test is there of real executive ability? Isn't there a thought here for all of us who manage men? Are we following a backward policy in promoting employees?

It Is No Time To Rock the Boat

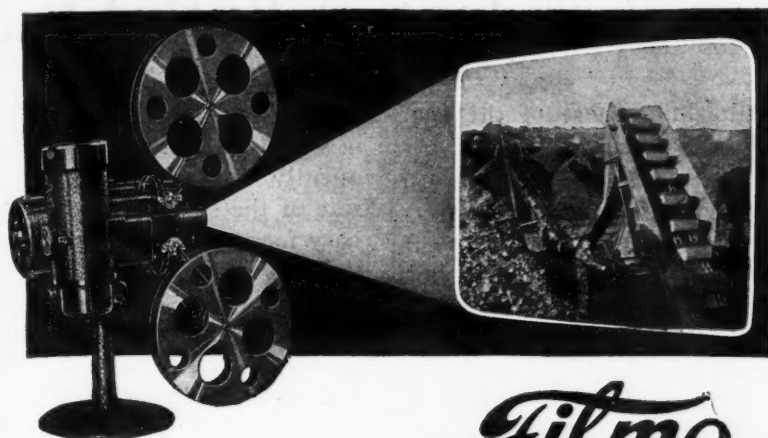
The break in the stock market has started a lot of loose tongues wagging again. Go into any smoking compartment where salesmen meet and listen to their conversation. They are talking about "conditions." The chap from Hackensack who carries a line of woollens, has a dozen reasons why business is rotten. The shoe salesman from St. Louis has had a poor week, too, and he thoroughly agrees that the bottom is dropping out. All over the country this gloom spreading is going on—and unless it is stopped it is going to undermine the confidence of the merchants and buyers. Then business will be bad, and these belly-aching salesmen will have a real situation to face. Business conditions are going to be what we make them. True, business is harder to get. Orders are smaller. Profits are leaner. But there is plenty of business to satisfy any sales manager. It is just a matter of going after it hard enough. Business

came too easily in the fall of 1925. Those of us who sell things have become soft and flabby. At the first sign of a tightening up of orders, we sit down in our nice, comfortable chairs and whine. Whining and complaining and prophesying aren't going to make business any better. On the contrary, they are the very things that will make it bad. Throw away your business condition forecasts and study your sales figures instead. Find the spots where you ought to be getting orders, but are getting only alibis. Get rid of the "hopefuls"—the salesmen you picked to win and hope will some day star, but at the present moment are dead weights on the sales department's neck. Put the ornaments in the sales department to work. Close down some of those branch offices, even though it may hurt your pride to do it. Give every man on the sales end of the business a task, and make it clear that you expect him to do it or make way for someone who can. Expect and demand orders and you will get orders. Accept alibis and excuses and you will get alibis and excuses. There is business enough for all—but you have to go after it.

Smaller Boards of Directors

One of the greatest impediments to sales success is a board of directors who do not understand or appreciate sales management. Unfortunately there are many such boards. They are composed of a minority of working officials, and a majority of financial interests. All too often the "outside director" is so much concerned with dividends that he fails to appreciate the importance of plowing the profits back into the business in the form of sound sales promotional work and goodwill building advertising. This is not so true when the directors are men responsible for the successful management of the business, and who are more conversant with its problems. For that reason we see a hopeful sign in the action of the stockholders of Butler Brothers in reducing their directors from fifteen to nine, and electing a board composed entirely of men who have grown up in the business; men at present in charge of important departments, Butler houses in other cities, or officials. It is interesting to note that of these nine directors, three started with the company as errand boys; four started in minor clerkships, and the president, Frank S. Cunningham, started as a stenographer. The other member of the board is Mr. Butler, founder of the business.

TAKING TONS OF MACHINERY INTO AN EXECUTIVE'S OFFICE



Filmo
REGISTERED



LIKE SIGHTING A SPY GLASS

The Animated Salesman

Takes the expense out of motion pictures for business

A First Aid "Kit" for Closing Big Deals



This is the handy Filmo carrying kit. Weighs but 14¼ lbs. packed with Filmo Projector and 2,000 picture feet of film. This footage of 16 m-m film is equal to 5,000 feet of standard film. It would take any salesman hours to tell the story that this equipment will tell in a few minutes. And it's an easy one-hand load that no salesman will object to carrying. See photos in free booklet.

IT is now possible for industrial firms to take their own motion pictures of manufacturing processes, or their products in use. Any field or shop man can take theatrical quality action pictures with the FILMO automatic Camera. And any salesman can, with the FILMO automatic Projector, show these pictures on any wall (or portable screen), from post card size up to 7 x 9 feet.

Take Your Own Pictures

Filmo offers you just what you have been looking for—a way to take your own pictures. Just aim the camera at anything you want to photograph, press a button and what you see in the finder is taken in action on the film. No cranking. No tripod necessary. Narrow gauge (16 m-m) standard film cuts the film costs—400 feet being equal to 1,000 feet of regular standard film. Pictures you take are developed FREE, ready to run.

The Key to Important Offices

"The best key to a man's office I ever had," says a Barber-Greene Company (Aurora, Ill.) man of FILMO MOTION PICTURES. The upper left illustration shows how Barber-Greene conveyors are literally taken into the office of the purchasing agent. Nothing left to guesswork here. The prospect *sees* what the salesman is talking about.

Among the hundreds of firms using this modern, inexpensive sales method are Ford Motor Co., General Electric Co., Holt Machine Co., Shaw-Walker Co., Cribben & Sexton, Westinghouse Electric Mfg. Co., C. B. & Q. Railroad, Cleveland Twist Drill Co., and many of equal prominence.

Write For Descriptive Booklet

Sales executives are invited to write for descriptive booklet "A Hand-Sized Medium for Bettering Your Business." Gives all the facts and quotes costs. Here's a sales-booster worth getting. Address



BELL & HOWELL CO.

1818 LARCHMONT AVE., CHICAGO, ILL.

Branches: New York, Hollywood and London

Established 1907

Manufacturers of 95% of the Professional Cameras and Equipment in Use the World Over

—the Choice of the Women

(who purchase 90% of the
articles used in the home)

In Brooklyn

The paper that goes direct to the home—not via the news stand, but by carrier—is the paper that appeals to the woman in the house.

That is particularly true and important in a city like Brooklyn, where a number of daily papers are available.

All of them are sold at news stands, and *only at news stands*, excepting The Brooklyn Times.

The Times has 64 branches in Brooklyn and Long Island from which 1,400 carriers deliver more than 70,000 copies direct to the homes every day. No other metropolitan paper can give such coverage of known circulation value in Brooklyn.

Women admittedly prefer a paper that carries much department store advertising. That is one reason why they like the Times, which has more department store accounts than any other Brooklyn paper. 23 of the 35 big department store advertisers use space regularly in the Times.

—for the first two months
of 1926, in all classi-
fications of advertising:

The Times gained 401,116 lines
The Eagle gained 145,530 lines
The Standard Union lost . 201,398 lines

—and

The Times leads 80,081
in circulation with

2nd paper . . . 71,912

3rd paper . . . 61,742

Sales Managers: If your product is sold in Brooklyn, we can help you get greater distribution and increased sales. Put it up to us.

Brooklyn Daily Times

Member A. B. C.

Foreign Representatives

Lorenzen & Thompson, Inc.

New York Chicago
San Francisco Seattle

Jobber's Position Strengthened Says President of Butler Bros.

(Continued from page 433)

a diminishing share of the country's retail business.

Interesting and important as are the foregoing factors, no one of them is of first importance so far as its effect on the jobbing business is concerned.

More significant to the jobber than all other changes added together, is the fact that since the war practically all retail merchants, big and little, are in the habit of buying goods in smaller quantities and placing more frequent orders.

Up to six years ago the chief emphasis in retailing went on buying. It was easy to persuade the average merchant to buy several months' supply of an article, and to buy even more if ever so small a concession in price could be secured.

The Battle Cry of "Turnover"

Today the emphasis goes on selling. No good merchant, large or small, is disposed to buy more of an article than he thinks he can sell in about six to eight weeks. Before he is willing to hurt his turn he must see a very large saving in price.

This fundamental change in retail methods is bringing to the jobber a large amount of business which in pre-war days was in process of going around him direct to the factory. Large metropolitan retail stores, which formerly did most of their buying from first hands, are now glad to be able to buy many goods from wholesale open stocks in order to help their turn.

This revolution in retail methods is of capital importance to Butler Brothers.

When the retailer was willing to buy a three, four or six months' supply of an item, the road salesman had an advantage over our catalog. Because his average order was large, the salesman's selling cost was relatively low and his personality gained him the preference over the catalog.

Now that merchants wish to buy in small quantities and reorder frequently, the advantage is on the side of the system which makes it easy for merchants to place orders daily by mail.

This tendency to buy in smaller lots and more often, we are convinced, has come to stay. It is not a temporary phenomenon, but represents a lasting change in methods of distribution.

To compete successfully with department and chain stores, the independent retailer must apply the merchandising principles which their experience has shown to be sound. He must buy a small lot of an item and when that is sold, buy more. He must use his available capital to stock the largest possible number of articles, rather than invest more dollars in each of fewer items, thereby "freezing" a large share of his capital in reserve stocks.

In particular, he must leave a margin both of capital and of counter space for the bargain specials and new goods which he must have coming in every two or three days if his store is to rival its larger neighbors in attractiveness.

Daily Service on Orders

In the wholesale business, as in the retail, the environment is changing. It is our good fortune that our unique way of merchandising and selling is even better adapted to the new conditions than to the old.

Prices being equal, the jobbing house which can give its customers the best all-around service has today an enormous advantage.

Instead of handling a single line like dry goods or hardware or holiday goods, our monthly catalog lists seventy-six departments of general merchandise.

Each of the 30,000 items contained in that book is backed up by a stock of goods in our warehouses. The retail merchant can assort items from any or all of

these departments in one shipment.

Our five house buyers are located in the New York market, where new goods appear first and the opportunities to purchase bargain lots are most numerous. They live where the merchandising wires of all the world converge.

Through our catalog and weekly circulars, the retail merchant can mail an order to us every day, have shipments on the way all the time, be in constant touch with the market on new goods and bargain specials, operate with least investment, get a maximum turn, and have the major part of his time free to push the selling.

Summing up, the changes in distribution now under way presented to us an opportunity to secure a larger share of the yearly business of the merchants we have always sold, and to secure business from the larger stores which heretofore have bought mainly from factories or through traveling salesmen.

More Effective Organization

In order to take effective advantage of the opportunity it was necessary that we work out certain changes in our merchandising and selling organizations.

From the start of our business, the buyers for all our houses were located at New York, and as a consequence physically detached from the houses. Having no regular contact with the merchants we serve, our buyers necessarily purchased the goods their expert knowledge led them to believe would sell best over the retail counter. Such goods were listed in our catalog and the houses filled the resulting mail orders.

This system, while necessarily mechanical, served admirably so long as we were content with a modest share of the business of each of our two hundred thousand customers.

In order to push out the limits of our field, so we might be equipped to secure a larger share of the country's business, it was desirable to bring our buyers into direct relation with our trade, so their selections might be made with a better understanding of the retailer's needs, and our

Go to Church?

— certainly!

Sell Ministers?

— why not?*

Listen to this:

The Architectural Forum
after its fifth annual building survey predicts

\$284,445,000 will be spent
for new church buildings
in 1926 Anno Domini —

Sell the Minister and
You Sell the
Business Churchman

He creates new markets
He studies your advertising
He recommends

Reach 20,000 active ministers—
intelligent, reasonable purchasing agents— **MONTHLY** in

The EXPOSITOR

The Minister's Trade Journal Since 1899

JOS. M. RAMSEY, Manager

710 Caxton Building
CLEVELAND, OHIO

17 W. 42nd Street
NEW YORK

37 S. Wabash Avenue
CHICAGO

* Send for Sample Copy and Rate Card

Free Booklet explaining L M S unusual Warehousing Plan mailed Free on request.

Save Money by Storing in England

Here's important news to every business executive. Today, you can store merchandise throughout Great Britain for one-fourth of what you now pay by shipping L M S, and storing in L M S warehouses. Every convenience known to modern distribution is at your command—always! There are more than 300 L M S warehouses distributed through all important industrial centers of Great Britain, both on the coast and in the interior. They are all connected by direct rail routes. Handling charges and costly transit delays are cut to an irreducible minimum.

The average L M S charge for handling, stowing and delivering out of store as required, is only 2-3 of a cent per 100 lbs. inclusive.

The L M S is the one British Railroad which serves with its own lines all major British ports. L M S delivers right through to store door with its own teams and trucks; 1,300 motor trucks and 10,000 teams continuously employed. L M S storage rates on general merchandise vary from one-fourth to one-seventh of the current rates for storage in public warehouses in the United States.

LONDON MIDLAND & SCOTTISH

Railway of Great Britain
One Broadway, New York City

The L M S New York office offers every cooperation to help you solve the problem of distribution in Britain. Address Thomas A. Moffet, Freight Traffic Manager in America, One Broadway, New York.



THE ONLY BRITISH RAILROAD WITH
AN ACTIVE FREIGHT DEPARTMENT IN AMERICA

merchandising policy be more responsive to changing conditions.

To effect this change, we have had our buyers (who will, of course, continue to be located at New York) lead to the merchandise executives in our various houses, who are themselves in daily contact with retail merchants.

In the selling end we have effected a corresponding reorganization.

The fact that our selling is based on a catalog instead of roadmen is the greatest single advantage we have. The good will of our catalog, which of course is not listed on our balance sheet, is probably as valuable as all the assets in our balance sheet. Our catalog will remain permanently the foundation of all our selling effort.

But no catalog can do the impossible. Unassisted, our catalog could not effectively convince merchants who were in the habit of giving most of their business to traveling salesmen, that under changed conditions we were entitled to a several fold greater share than heretofore.

A "Contact" Sales Force

We have therefore developed what we term a contact sales organization, whose members call occasionally (perhaps twice a year) on the larger merchants. Our contact salesmen call, not to take orders, but to sell Butler Brothers as a whole—to convince merchants that we can give them lower average prices and a quality of service which cannot be secured elsewhere.

We have greatly strengthened the division of our sales department through which we give merchants assistance in solving the various problems which confront them. The services of our experts in advertising, window displays, store fixtures, store arrangement, accounting, and other features of retailing, are placed at the disposal of any customer wishing to make use of them.

We deem it good business to assist our customers in adjusting themselves to changing conditions, and their appreciation is shown by gratifying increases in purchases from merchants to whom this special service is given.

Both these changes—in the merchandising organization and in the sales organization—required changes in personnel. The men schooled in old methods had to be taught new methods. New men had to be secured and trained. Changes in personnel are not worked out in one year, nor in two.

When we decided early in 1922 to adopt our new policy, we accepted the probability that to work the changes out would require several years, and that during the transition years our net earnings would be reduced somewhat.

Under the circumstances we are fairly well satisfied with the earnings of 1925. The increase over 1924 would appear to indicate that our new policy is sound, and that we are making progress.

Business Better Grounded

It is a great satisfaction to be able to state that the difficult part of the reorganization is behind us. The price has been paid. The new systems are in full operation. They are past the experimental stage. While not wholly perfected, they are working more smoothly each season. Sacrificing no part of our profitable old field, we have added to it a great area in which we may legitimately anticipate continuing accretions of volume and profit.

No less satisfactory to your directors is our conviction that the business is better grounded on economic bedrock than ever before. We have more strongly entrenched our supreme advantage of a lower selling and lower operating cost.

The outlook for 1926 is excellent. We believe the level of prosperity the country over will be at least as high as in 1925. We believe we are in position to claim for our company a somewhat larger share of the nation's business than we have heretofore enjoyed.

Franklin W. MacMillan has been appointed executive secretary of the Advertising Club of St. Louis, succeeding Fred Winsor, who resigned recently. Mr. MacMillan was formerly associated with the Dolman Advertising Company, of San Francisco.

Sees Need for More Wholesale Outlets

"SEND a county outline map to everyone of your jobbers and ask these jobbers to indicate from what territory they get 90 per cent of their gross trade," suggested Sidney Stern, advertising manager of "Automotive Merchandising," in an address given before the meeting of the Central Division of the Automotive Manufacturers' Association in Chicago, March 5. "You will find they get this from within an average radius of seventy-five miles of their places of business."

"Then transfer this information to a United States map, on which you have charted automobile registrations by counties, and you will find that not to exceed 60 per cent of your potential market is being covered by your present jobbing outlets, if that much. Indicate, then, if you will, all of the 650 odd distributing centers, note where additional distribution is necessary, and go out to get it."

"Go out and tell your general jobber to forget the name jobber; classify your wholesale outlets as wholesalers. Measure them by their individual merit and not by the arbitrary and unsound classification they elect to place themselves in."

Mr. Stern stated that distribution is being cramped by the manufacturer's policy of selling only through general, or "old line" jobbers, in spite of the fact that 15 per cent of them are giving him by far the greater part of his distribution. Because of many manufacturers' rigid jobbing policies, he said, many such legitimate outlets as specialty distributors and parts jobbers have been unable to secure leading lines; instead, they have taken on the distribution of mediocre merchandise, not for selfish reasons, but in order to satisfy a definite demand. While many of these outlets do no great volume of business individually, collectively their business is an appreciable quantity and would help plug up these 650 distributing centers where manufacturers have no outlet.

1925 OIL PRODUCTION \$150,000,000

in
**WEST
TEXAS**
Our
Trade
Territory

—AND THAT'S
ONLY ONE ITEM



COTTON
\$150,000,000

LIVESTOCK
\$120,000,000

Sell West Texas thoroughly!

—and with ONE medium—

THE STAR-TELEGRAM & RECORD-TELEGRAM

*More circulation in this territory than
any three other mediums combined*

DAILY
Net Paid Over
115,000

**[NO PREMIUMS
NO CONTESTS]**

SUNDAY
Net Paid Over
120,000

FORT WORTH STAR-TELEGRAM

(EVENING)

Fort Worth Record-Telegram

(MORNING)

FORT WORTH STAR-TELEGRAM and Sunday Record

Charter Member Audit Bureau of Circulations

AMON G. CARTER,
President and Publisher

A. L. SHUMAN,
Vice-Pres. and Adv. Director

Standard Rate and Data Service

"We, ourselves, from this office, use some ninety-six newspapers throughout the country, while some two thousand of our dealers are using newspaper space and are continually referring to us as to what newspaper they should use. We have always found the information and data contained in your publication of a satisfactory nature."

Willard Storage Battery
Company

STANDARD RATE & DATA SERVICE

536 Lake Shore Drive

CHICAGO

New York

Los Angeles

USE THIS COUPON!

Special 30-Day Approval Order

Standard Rate & Data Service,
536 Lake Shore Drive,
Chicago, Illinois.

Gentlemen: You may send to us, prepaid, a copy of the current number of Standard Rate & Data Service, together with all bulletins issued since it was published for "30-days" use. Unless we return it at the end of thirty days you may bill us for \$30.00, which is the cost of one year's subscription. The issue we receive is to be considered the initial number to be followed by a revised copy on the tenth of each month. The Service is to be maintained accurately by bulletins issued every other day.

Firm Name _____

Street Address _____

City _____

State _____

Individual Signing Order _____

Official Position _____

Hamlin Sells \$11,000,000 Worth of Insurance in 1925

(Continued from page 402)

"Then you will readily agree that only \$60,000 of the \$300,000 your business earned last year was derived from capital," I pointed out.

"He recognized the logic of this statement and I continued: 'Since there are but two factors that go to make up earnings—capital and management—it becomes obvious that the other \$240,000 of your year's profits came from management.'

"That seemed something he had not thought of before but after a moment's consideration he nodded agreement.

Closing the Sale

"Men tell me," I went on, "that a business which is a safe and profitable investment under their own management is likely to be a poor speculation under a different management." He seemed to agree with this idea, and then I asked if he would be willing to have his profits reduced from 30 per cent to 28 per cent if it could be arranged that his entire capital, \$1,000,000, could be taken out of the business the day he is automatically removed and this principal sum turned over to his family or beneficiaries. (This 2 per cent on \$20,000, represents the approximate average cost of \$1,000,000 of life insurance at his age).

"Jove!" he exclaimed after a moment's reflection, "If you could do that, I would be in a position to spend 98 per cent of my profits every year, if I wanted to, without impairing the future of my family in any way!"

"That was practically all the conversation there was to a million dollar sale. This man bought insurance not because he happened to have plenty of money with which to pay for it, but only because he readily saw that it was the best financial move he could make."

When introduced to a new prospect, Mr. Hamlin tells him that he

does not want to talk to him if he, the prospect, has no plans for the future.

"If you have no plans for the future, it would be useless for me to talk to you," is the way Hamlin expresses the thought with a prospect.

He then presents the idea of becoming the prospect's life insurance counselor, offering to eliminate himself if the prospect is already advised or is not interested.

Having been selected by the prospect, Hamlin tells him he does not come to him to give him advice—too many salesmen give advice—the public is tired of it, he says. What he wants is to get his client's views and opinions, in the hope that by studying them in the light of his own lifelong study of insurance, he may be able later on to give him some helpful ideas.

One Buyer Brings Another

Hamlin has tried a hundred methods of getting prospects, but now depends almost entirely on contacts established through men with whom he has done business. His clients are pleased with what he has done for them and glad to recommend him to friends they feel may have need of his services. They give him a card or letter of introduction.

After the card of introduction has served its purpose, Mr. Hamlin regains possession of it and tears it up in the presence of the prospect.

"I had to use this card to get past your bodyguard in the outer office," he remarks, if any surprise is indicated, "but now that it has served that purpose I want you to forget it and not let yourself be influenced by the fact that a personal friend of yours introduced me."

Any salesman with a thorough knowledge of psychology will recognize right here another touch of the finesse that makes Clay Hamlin's work outstanding.

E. W. Scripps Dies Aboard Yacht

EDWARD WYLLIS SCRIPPS, widely-known newspaper publisher who established the Scripps-Howard papers, the United Press Association and the Newspaper Enterprise associations, died from apoplexy aboard his yacht in Monrovia Bay, Liberia, on March 12. Six years ago Mr. Scripps relinquished his control of the twenty-five daily papers he was directing, as well as the associations he established, because of ill health.

For the past four years he has remained aboard his yacht, the Ohio, seldom leaving the boat, and has sailed to all parts of the world. Since 1917 he had been virtually an invalid. A trained nurse, two secretaries and two readers accompanied Mr. Scripps on the yacht, which contains a library of 1,000 volumes, where he spent hours reading or listening to the readers.

In keeping with his devotion to it, Mr. Scripps left instructions that he was to be buried at sea. He had gained the title of the "Hermit of the Seas," because he sought quiet on the ocean, staying aboard even when the boat put in at ports.

His death in no way will affect the conduct or policies of the Scripps-Howard newspapers, according to the statement of Roy W. Howard, chairman of the board.

Mr. Scripps was born on June 18, 1854, at Rushville, Illinois. His father, James M. Scripps, came from England in 1840 and shortly afterward founded the "Detroit News." E. W. Scripps' grandfather had been publisher of the "London Literary Gazette."

"If such a thing is possible, every succeeding issue of 'Sales Management' appears to be more informative than the one preceding it.

"You and your co-workers are to be highly complimented on the excellent work you are doing to keep advertising and sales executives in close touch with activities in their spheres."—August Wolf, Service Department, North Ridge Brush Co., Inc.

**You who have heard of Dallas Prosperity—
hark to the market-master!**

Wm. Wrigley Jr. Company

WRIGLEY BUILDING
400 NORTH MICHIGAN AVE.

OFFICE OF
CHAIRMAN OF THE BOARD

CHICAGO, February 4th,
1926.

Mr. G. B. Dealey, Pres't.
A. H. Belo & Company,
Dallas, Texas.

Dear Sir:

The Dallas News was on our first list for newspaper advertising and has been used on every schedule since.

The Evening Journal has been used by us since its first issue.

The Semi-Weekly Farm News is also used regularly with the advertising of Wrigley's Chewing Gum.

This long continued and consistent use of your publications seem to us the best evidence we can offer of our successful and satisfactory results from them in winning Texas to the use of Wrigley's "After Every Meal."

Wishing you continued success,

Yours very truly,

WM. WRIGLEY JR. COMPANY.

The Dallas Morning News and The Dallas Journal are sold to advertisers (but never to subscribers) at a special combination rate. One order, one billing, one set of plates, mats or copy.

If Your Business

needs advertising—and your plans include leaflets, folders, broadsides or catalogues, ask us to show you samples of our quality advertising printing. You may get the "hunch" that ours is the creative printing plant that you have been looking for.

Telephones Harrison 6848, 6849, 6850, 6851

RATHBUN-GRANT-HELLER COMPANY
725 SOUTH WELLS STREET CHICAGO, ILLINOIS

Mailing Lists

Foreign and Domestic. Can furnish:
235,000 Consumers in foreign English speaking countries.
13,868 Missionaries
50,300 General Dealers
26,000 Radio Dealers

Let us send you itemized list each one of these in each foreign country. Also our directory of domestic mailing lists. It's all FREE for the asking.

A. F. WILLIAMS, Mgr. List Dept.
166f West Adams Street, Chicago

Industrial executives



will be interested in our booklet "the advertising engineer" which gives some new thoughts on industrial advertising and offers a good way for us to get acquainted. Where shall we send it?

RUSSELL T. GRAY, Inc.
Advertising Engineer
130 N. Wells St., Chicago
Industrial Advertising Exclusively

A Co-operative Organization of Advertising Agencies for the Handling of Outdoor Advertising

NATIONAL OUTDOOR ADVERTISING BUREAU, INC.
N. E. Cor. 32d St. and Park Ave., New York
Lytton Bldg., State and Jackson, Chicago
Detroit Office: General Motors Building

MEN Wm. L. Fletcher Inc.,
can put you in
touch with THE RIGHT MAN
for any worth while job
93 Federal St. Boston, Mass.

DIRECT EVIDENCE INCREASES SALES

If your salesmen could show skeptical prospects the testimonial letters and orders which you receive from satisfied customers, it would remove doubt and get the order. Don't leave testimonial letters lying idle in your files—give them to your men and increase your sales thru their use. Write for samples and prices.

AJAX PHOTO PRINT CO., 35 West Adams Street, Chicago

Cutters for paper, card, cloth, veneer. Office cutters—economical, convenient. Printing presses from \$44.00 to \$1200.00

Golding Press Division, Franklin, Mass.

My Most Interesting Sale

(Continued from page 403)

before? I am afraid possibly you didn't understand me. I am not interested in seeing your shoes, and you are wasting your time and mine calling here every day."

"Yes, Mr. Egan, I thoroughly understood you, but I have been thinking about your career in this country. I imagine that you came here a poor boy, without friends. But in spite of that you have been successful. I imagine that various people have been helpful to you at times. I have been thinking about my career. I am a young man, ambitious and almost at the same point you were when you landed in this country. I am in a strange territory, on my first trip, trying to persuade you to look at my line. I haven't asked you to buy. I have only asked you to look. Yet you turn me down without any consideration. I wonder if you could have been successful if everyone had given you the treatment you are giving me?"

Another Kind of Appeal

My words were all to the end of appealing to the human side of him, as I knew he was not interested in my merchandise. Then I paused. Before he answered me, I said, "Mr. Egan, where is your Irish?" taking a desperate chance that this appeal to the traditional Irish big-heartedness would reach him. It touched the right spot. Without a smile, or another word he said, "I will look at your shoes. Where are they?"

"At the Brown Palace Hotel. When will it be convenient for you to inspect them?" I asked, not venturing one unnecessary word.

"At four o'clock this afternoon" was his only answer. In as few words as possible I thanked him and left for the hotel.

Promptly at four o'clock Mr. Egan knocked at my door. With him was his chief clerk, whose judgment Mr. Egan valued highly in buying. Mr. Egan told me that he didn't expect to buy, but that he had decided to show me the courtesy of looking at my line. He also told me that he was on his

way to the sample room of our rival company, where he expected to buy his season's requirements. I knew that this was my one and only chance. I weighed every word.

I did not have great hopes of selling Mr. Egan, for he had made plain to me that this visit was merely to discharge a sort of conscience obligation to my appeal, but I was glad that I could at least report that I had shown the line.

When they came into the room, Mr. Egan stepped to the center of the room while his assistant at once took notice of the samples and picked up a shoe.

"Why, this is the old 'Watchus,' and he picked up another shoe. He said: 'This is our old 'Washington,' and here is the 'Mustard,' which was a child's shoe."

Selling the Institution

"We call them the 'Try Us,' the 'Jefferson' and the 'Red Pepper' was my only reply.

No price was quoted. Mr. Egan had not spoken a word. Mr. Fortune, who was his assistant, continued to go through the line, picking up one shoe after another, in each instance calling them by the name of the shoe they had been carrying.

Still the price was not mentioned. I seemed to feel that the whole situation was in the lap of the gods and seemed to be waiting for something to happen.

Presently Mr. Egan and Mr. Fortune withdrew to one corner of the room and held a whispered conversation of just a moment. Then Mr. Egan said to me: "Mr. Pulliam, if I buy some of your shoes, will you agree not to sell anyone else in Denver?"

I can't say that my reply was the result of any deep thought but I answered him quickly:

"Mr. Egan, if I sell no one else in Denver, will you buy all your shoes from me?" I seemed to sense his fear of competition from the line I had. It suddenly dawned upon me, as I had made no

price and had discussed the merchandise but briefly, that the question of institutional authority was at once in his mind. He replied: "That's a different proposition. I will not agree to buy all my shoes from you."

Then I started in to sell my institution. I told him of the personnel made up of those formerly with the old institution with which he had done business for years. I stressed the fact that my specific object in coming to Denver was to sell him, dwelling on the patience which I had shown in my effort to bring to him the thing which would serve him and I well recall the last sentence I spoke. Supreme audacity but born of a faith, although perhaps inspired by ignorance, was a faith just the same, and so I said to him:

Closing the Sale

"Mr. Egan, I have brought the message to you from the men with whom you have been doing business for years. I have brought the newer institution to your door and it is up to you as to whether you want to come with us or stay with the wreck."

He said, "I will buy them from you."

"Spring bill and future bill," I pursued.

He said, "Yes, sir."

Then, pressing my confidence, I said, "For one year."

He said, "Yes," and gave me his hand.

He immediately proceeded to buy and I sold him a solid carload of shoes which was reputed to have been one of the largest bills ever sold up to that time out of the St. Louis market. More than that, I sold him almost as much again the next season, and I won his personal friendship, of which I have always been proud. I think he never saw the competitive line until the LaPrelle-Williams Shoe Company went out of business, which they did a little more than a year afterwards.

That's been a long time ago and, as I have mentioned, Mr. Egan is still in business in Denver and I think Mr. John Fortune, who was his assistant at that time, now has a shoe store of his own in Denver.

The Super-Salesman

An electrically operated advertising display fixture



40 inches long with wings spread.
25½ inches deep, 38 inches high.
Approximate shipping wt. 200 lbs.

will unfold your story to the world

A BOOK turning its own pages on your dealers' counters or in show windows, in your booth at conventions and expositions will place the story of your product effectively in your prospects' line of vision. A new double page spread every twelve seconds—sixteen pages of facts shown by pictures and art work. The Super Salesman invites and demands attention. Mechanically clever, it is opening a new avenue straight across the advertisers' field to help close prospects.

Many now in successful use by some of the largest firms in America. This ad torn out with your name and address will bring full particulars quickly.

MANUFACTURED BY

THE AUTOMATIC DISPLAY FIXTURE COMPANY
415 MASSACHUSETTS AVENUE INDIANAPOLIS INDIANA U S A



Put GLUE in your Ads!

GIVE them sales illustrations that grab hold and stick! ~ In your drawings or photographs, real sales ideas—that's what makes them grab hold. ~ In your printing plates, real honest-to-goodness quality—that's what makes them stick. ~ We have long been putting this kind of glue into advertising illustrations and printing plates. ~ We know how best to apply it to your particular kind of advertising. ~

Jahn & Ollier Engraving Co.

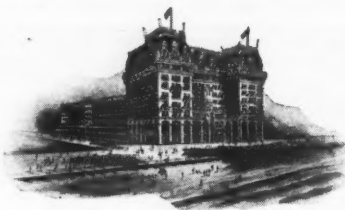
Illustrations-Ideas-Photographs
Printing Plates for black or colors

817 W. Washington Blvd.
CHICAGO

Are You The Man?

An established, successful manufacturer, leader in his line, has a new, non-competitive, food product to be introduced through grocery jobbers and dealers. He would like to get in touch with an experienced sales executive who can plan for the entire distribution and introduction of this product and back up his plans with ACTION. Please give experience and references addressing,

PAUL RICHEY, Pres.
Russel M. Seeds Co.
851-67 Consolidated Bldg.
INDIANAPOLIS, IND.



The Breakers

Atlantic City, N. J.
Right on the Boardwalk
Preferred—

in winter and all season — by those who know and want the best—either upon the American or European Plan—and sensible rates withal. Sea Water Baths—Golf Privileges—Orchestra—Dancing Garage on Premises

Joel Hillman
President

Julian A. Hillman
Vice-President

Who's Who In Canadian Advertising

If you have anything to sell to the national advertisers of Canada you will welcome the new edition of this directory containing firm names, addresses, names of products, names of advertising managers and agencies employed. Bound in leather, 200 pages, \$25 postpaid. An annual issued by the publishers of

Marketing

Canada's Business Magazine

Obtainable only from
MARKETING PUBLISHERS LIMITED
4 East Wellington Street Toronto, Canada

George Whyte Breaks the Cane Market in Algiers

Finds Horse Trading Instinct Needed in Shopping Tour of Old World Cities

READERS of "Sales Management" will remember George Whyte, president of the Mac-Whyte Company of Kenosha, Wisconsin, for his contributions to previous issues. He is now enjoying a round the world cruise, on the S. S. Empress of Scotland. His letter to J. C. Aspley, reproduced below, details some interesting sidelights on merchandising in the Holy Lands.

* * *

It is rather difficult to give you very much of an idea regarding sales conditions in the various countries I have visited. On a tour such as this, one is kept on the go all the while. Once in a while we have an afternoon to ourselves, and then we go shopping.

The outstanding feature of shopping in the cities we have visited—Funchal, Madeira, Gibraltar, Algiers, Naples, Jerusalem, and Cairo—is that there is no fixed price. I should say that most of the business done with the tourist is done by the street peddlers. They sell mostly canes, beads, leather bags, shawls, and other small articles. They are very insistent and, after the novelty has worn off, become a regular nuisance.

Beating Down Prices

A bead peddler approaches you. "Very nice beads—genuine amber—very nice, very cheap." "How much?" "\$10.00." However, you have been warned—you walk away, followed by the merchant. He gets down to \$5.00, and then asks for an offer. You offer \$1.00 and, if you want them, get them for \$2.00. When the deal is made you don't know whether you have been stuck, or whether the beads are genuine—even though they will pick up a piece of paper after being briskly rubbed on your clothing. The same system is in effect in the stores. Some of the large stores in Algiers and Naples claim to be one price, but you

can generally obtain a discount.

The street merchants seem to have a union, because when a price on a certain article has been established, that is the price. A friend has a mania for canes. He haggled with a cane merchant until he was exhausted, and finally purchased a cane for \$2.00, the asking price being \$15.00. We saw a merchant with the same kind of cane in another part of the city. We got him down to \$2.00, but could not get him below that figure. We did break the market on the day we were leaving—to \$1.50. My friend had purchased ten canes at \$2.00. Did he save fifty cents, or lose \$5.00?

Possibilities for Shoes

The stores in the "down town" section of the cities are nicely kept and well stocked. One of the cleanest stores I ever visited was a perfumery store in Algiers. It was spotlessly clean, not a speck of dust on any bottle. A girl was employed to do nothing but dust off the bottles. The shops in the native quarters are small—about 6 by 10 feet—holes in the wall. They are dirty and unattractive. I do not believe the authorities in any American city would permit such conditions to exist.

There are great possibilities for the stocking and shoe business in practically all of these countries, although I doubt if the ordinary people could find money enough to buy many. An Arab dragoman told that he had three wives, and that he gave each one two piastres (ten cents) per day for household expenses. Couldn't buy many shoes or stockings on that allowance.

We expect to reach Bombay on Sunday next, and then for a trip across India to Delhi, Agra, Benares, Calcutta, Darjiling, Madras, thence to Ceylon.

Sincerely,
GEORGE WHYTE.

A Merchandising Plan for Dealers

(Continued from page 408)

are in a position to ask for, and get, the closest cooperation, as their success is also the success of the manufacturer, and at the end of the season they will receive the benefit of any closing lots that may be available.

Sixty-five senior and thirty-five junior salesmen sell direct to the retailer, and their sales for the past January exceeded those of the previous year by many thousands of dollars almost entirely through the company's policy as worked out in "Concentration Avenue."

Already, Mr. Leslie says, there is a noticeable improvement in dealers' window displays. After seeing the model windows along "Concentration Avenue" they go back to their stores determined to make their own displays as nearly like them as they can. They get new ideas which they want to put into use and they relieve the monotony in their windows by varying displays more often than they had before.

Many Helps for Dealers

A well-known motion picture director, after going through the avenue, told Mr. Leslie that he had given him an idea for his next style show. It is his plan to use the same general arrangement, but to make the windows a little larger and put living models in them.

Another development of the plan will be in a big Pacific Coast retail store, where many small shops patterned after those on "Concentration Avenue" will open up a wide court or lobby. Each of the shops will specialize in a single article, yet all of them will be under one management.

The ninth floor of Wilson Brothers' building is a veritable laboratory of merchandising ideas. Mr. Leslie and his staff are equipped to give dealers any sort of advertising, selling or display assistance they may need. They will lay out or rearrange stores, write newspaper campaigns or help solve any of the many other problems of store management.

BIGGER-BETTER-MORE ORDERS

With Salesmen's Samples Conveniently Carried—Quickly, Attractively, Displayed.

A \$100.00 Album of photographs in colors shows how many nationally known houses sell more goods—sent prepaid to any responsible concern, without obligation, except to return.



This business exists and prospers because it's the only organization in the world devoting its sole efforts to the perfection of the Sample Case **KNICKERBOCKER** "Made-Right" recognized as a powerful distinct sales producing factor.

THESE SAMPLE CASE PROBLEM SOLVERS INVITE YOU TO ADDRESS
KNICKERBOCKER CASE CO.
ESTABLISHED 1900
226-236 N. Clinton St., Chicago, Illinois

If You Think You Could Put Some Real Effort and Enthusiasm into Selling Dartnell Materials—If You Can Talk Intelligently to Big Men—We'd Like to Get in Touch With You

We can, at the present time, add to our sales organization, Staff Representatives in several of the sales centers through the country. \ \ We are seeking the services of wide-awake, energetic men—not necessarily experienced salesmen, but men who have the personality and ability to talk WITH sales and advertising executives. \ \ It is not necessary that you should have had experience in our business, but YOU MUST HAVE the ability and disposition to work. We can put the right man in the way of earning a good living from the start; good men have earned and are earning \$5,000 and even more per year. You would have this chance with an excellent opportunity to increase it as you develop. Ours is a straight commission compensation plan, but with cooperation which enables you to produce a satisfying, immediate revenue. Address,

The DARTNELL CORPORATION

Sales Department

4660 RAVENSWOOD AVENUE, CHICAGO, ILL.

Why Ask Salesmen to Keep Books?

(Continued from page 426)

incorrectly, or gets mixed up on initials. And the other fellow feels just the same way about it.

If your name is Browne, you rather pride yourself on the distinction. It doesn't set well with you to have an acknowledgment of your order directed to "Brown." Or, if you happen to be Henry L. Simpkins, you are a trifle peeved when you are compelled to claim mail as Harry L. Sumpkins, bearing the address of the vacant lot two squares south of your place of business.

Of course these are little things, but we have found that they count for a lot in a field as keenly competitive as ours.

And now I have told you briefly how we set about solving one of the most troublesome problems that ever came our way. The checking department has been in operation for a year, and has proved so satisfactory that we would never, under any circumstances, consider going back to the old haphazard method.

I do not claim any originality for our plan. No doubt it has been employed by many other firms, under similar circumstances.

Nor do I say that this is the only way out. It just happens to be the one best way for us. Maybe it will work for you, too.

Spanish Printing



or Portuguese for South American trade. Send us your English copy—we translate and print. 30 years experience Foreign language printing.

JOBSON PRINTING CO.

Incorporated
647 W. Hill St. Louisville, Ky.
"Our Printing Will Please You"

FORMER HEAD OF PROMINENT

Indiana factory is open as reliable manufacturer's representative or distributor in Indianapolis and Indiana. Twenty-five years' executive sales and manufacturing experience. Satisfactory bank and personal references. Address

MANUFACTURER'S REPRESENTATIVE
440 Consolidated Bldg. Indianapolis, Ind.

Personal Service and Supplies

Classified rates: 50c a line of seven words; minimum \$3.00. No display

EXECUTIVES WANTED

WANTED—SALES CORRESPONDENT, preferably one familiar with farm buildings, such as dairy barns, hog houses, chicken houses, etc. Prefer college graduate. Right man will have opportunity to qualify as assistant manager of important department in large corporation. Splendid chance for advancement. Write fully, giving complete personal history of yourself and if possible enclose picture. This position is no snap but an opportunity for ambitious, earnest workers to advance. Address Box 1031, Sales Management, 4660 Ravenswood Avenue, Chicago.

SALES MANAGER WANTED, PERMANENT position—To promote our line of fire alarm and watchmen systems, hold-up alarm signals for banks and paymasters, automatic telephone calls, etc. We need an experienced man to manage office and build up a national sales organization. Splendid opportunity for the right man. If forward-looking and more interested in a successful future than size of present salary, write fully, giving present employment and experience. Your letter will be held in strict confidence. McFell Electric Devices Co., 347 St. Johns Ct., Chicago, Ill.

AGENCY WANTED

WANTED—EASTERN DISTRIBUTORSHIP. A thoroughly efficient sales organization, with knowledge of both dealer and direct-to-consumer selling, having handled one line exclusively for the past five years in the Metropolitan District of New York City and nearby territory, is seeking a change, in which the same force and ability which has earned its present success, will lead to greater returns. Will consider any line wanting real distribution in this territory. Box 1028, Sales Management, 4660 Ravenswood Ave., Chicago.

SALES PROMOTION

MAKE MORE SALES BY MAIL AT LESS cost. My services have helped sell millions in merchandise for Butler Brothers, largest wholesalers in America. Kelly Sales System, Minneapolis, noted for intensive sales methods, use my inquiry-reply plan. For Bonnet-Brown, Chicago, sold one campaign, \$48,000 in service sold previously by men only—advertising cost only 1 3-4%. Single mailing my plan put Candy Manufacturer on his feet instantly. Handle copy any line business from sales letters, broadsides, dealer help folders to complete charted campaigns. Watch my articles in Sales Management, Mailbag and other business magazines. Insure effectiveness your letters and advertising with expert counsel. My fees reasonable; profitable investment. Free consultation. Write Victor Klebba, 232 East Erie, Chicago.

\$50 to \$50,000 DAILY SALES DEVELOPED during 26 years for clients by my direct-mail plans, copy, campaigns. A \$25,000 annual volume increased ten-fold in twelve months. Another, from an initial expenditure of \$720, developed in four years sales by mail of half million yearly. Ten years sales promotion manager, Larkin Co. Submit sales problems for free diagnosis. James C. Johnson, 119 Woodbridge Avenue, Buffalo.

POSITIONS WANTED

SOME MANUFACTURING COMPANY CAN use me to good advantage and let me grow with them. Advertising, sales management, sales correspondence and sales experience. Will do anything to make myself valuable. Address Box No. 1034, Sales Management, 4660 Ravenswood Ave., Chicago.

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J. J. Gibbons Limited, Advertising Agents

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